

Message

From: Robert P. George [rgeorge@Princeton.EDU]
Sent: 2/2/2019 5:38:00 PM
To: Guskiewicz, Kevin M [/o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=458353a661564a7596bd0115e3a5c5f1-Kevin M Gus]
CC: Clemens, J. Christopher [/o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=1e9a30c351e74258bd75bea1eb62c71a-J. Christop]; Lundberg, Christian O [/o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=f0daf07b0d9c454781a086b7655aad61-Christian O]
Subject: RE: Feb 8th Meeting - Duke Univ

Thanks, Kevin. I look forward to meeting with you and Chris. -- Robby

=====

Robert P. George
Visiting Professor
Harvard Law School
and
McCormick Professor of Jurisprudence
Director of the James Madison Program in
American Ideals and Institutions
Princeton University
112 Fisher Hall
Princeton, NJ 08544
(609) 258-3270
(609) 258-6837 (fax)
rgeorge@princeton.edu

From: Guskiewicz, Kevin M <gus@email.unc.edu>
Sent: Friday, February 01, 2019 1:35 AM
To: Robert P. George <rgeorge@Princeton.EDU>
Cc: Clemens, J. Christopher <clemens@physics.unc.edu>; Lundberg, Christian O <clundber@email.unc.edu>
Subject: Feb 8th Meeting - Duke Univ

Dear Robbie,

Chris Clemens, Christopher Lundberg, and I are looking forward to reconnecting with you on Feb 8 (1:45pm) at Duke University. Chris enjoyed our visit to Princeton last year, as well as spending some time with you here at UNC shortly thereafter. I appreciated John Rose setting aside a little time for us to visit with you to continue our long-overdue conversation about viewpoint diversity at UNC. We have now secured a planning grant/gift to explore the development of the center at Carolina. We look forward to meeting with you to hear your thoughts and to gauge your interest in serving on the advisory board to help us create the center.

I have attached a document that might help guide our conversation. Please don't hesitate to contact me if you have any questions. Otherwise, we look forward to connecting with you next Friday.

Best,
Kevin

Kevin Guskiewicz, PhD
Dean, College of Arts & Sciences
Kenan Distinguished Professor
Department of Exercise and Sport Science
919.962.3082

asdean@unc.edu

Message

From: Clemens, J. Christopher [/O=EXCHANGELABS/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=1E9A30C351E74258BD75BEA1EB62C71A-J. CHRISTOP]
Sent: 3/26/2018 6:03:19 AM
To: Guskiewicz, Kevin M [/o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=458353a661564a7596bd0115e3a5c5f1-Kevin M Gus]
Subject: Fw: New Center at UNC

FYI, I have a call with Paul Carrese for Tuesday. Have already spoken with Robby George. I should be able to give you a budget and plan this week. I also have some suggestions about external board folks after talking to Robby. He thinks prominent people are important to give donors confidence. Likes Arthur Brooks, would ask Mary Ann Glendon of Harvard Law. Other possibilities:

Jorge Garcia (African American, Boston College, Bioethics)
Brandice Canes-Wrone (Politics, International Affairs, Princeton)
Melissa Moscella (Medical Ethics, Columbia)
Don Landry (President's Council Bioethics, Chair of Department of Medicine, Columbia)

Chris

*J. Christopher Clemens
Senior Associate Dean for Natural Sciences
Jaroslav Folda Distinguished Professor of Physics and Astronomy
205 South Building CB# 3100
Chapel Hill, NC 27599
Phone: (919) 962-1165*

From: Paul Carrese <Paul.Carrese@asu.edu>
Sent: Monday, March 26, 2018 12:58 AM
To: Clemens, J. Christopher
Cc: Strizheus, Yulia
Subject: RE: New Center at UNC

Hello Chris,

OK, Tuesday it is. My office number is 480 965 0308. I look forward to getting an update and discussing how I could help.

With best regards,

Paul

*Paul Carrese
Director and Professor
School of Civic and Economic Thought and Leadership
Arizona State University
pcarrese@asu.edu
<https://scetl.asu.edu/>
Inspiring Leadership and Statesmanship for the Common Good*

From: Clemens, J. Christopher [mailto:clemens@physics.unc.edu]
Sent: Sunday, March 25, 2018 7:22 PM
To: Paul Carrese <Paul.Carrese@asu.edu>
Cc: Strizheus, Yulia <ystrizh@email.unc.edu>
Subject: Re: New Center at UNC

I've put down Tuesday at 4:30. Please let me know the best number to call.

I spoke to Robbie George today as well, since his week was too busy to fit me in. I'll catch you up when we talk.

Chris

*J. Christopher Clemens
Senior Associate Dean for Natural Sciences
Jaroslav Folda Distinguished Professor of Physics and Astronomy
205 South Building CB# 3100
Chapel Hill, NC 27599
Phone: (919) 962-1165*

From: Paul Carrese <Paul.Carrese@asu.edu>
Sent: Sunday, March 25, 2018 6:01 PM
To: Clemens, J. Christopher
Cc: Strizheus, Yulia
Subject: RE: New Center at UNC

Hello Chris,

This is good news, and I would be very glad to talk this week. On Monday I am free from (all times are eastern) 11 a.m. to noon, then 2:30 to 4:30 pm. On Tuesday, 12:30 to 2 p.m., then 4:30 to 6 pm.

If none of those windows works for you, I can look at Wednesday and the rest of the week.

It sounds like UNC Chapel Hill is going with the model of a center, not a new department? And there will be at least one new faculty line – for a director. I would hope there would be other new faculty lines as well, to give the program some ballast of its own. At any rate, I am happy to talk and offer my two cents.

With best regards,

Paul

*Paul Carrese
Director and Professor
School of Civic and Economic Thought and Leadership
Arizona State University
pcarrese@asu.edu
<https://scetl.asu.edu/>*

Inspiring Leadership and Statesmanship for the Common Good

From: Clemens, J. Christopher [mailto:clemens@physics.unc.edu]

Sent: Sunday, March 25, 2018 6:43 AM

To: Paul Carrese <Paul.Carrese@asu.edu>

Cc: Strizheus, Yulia <ystrizh@email.unc.edu>

Subject: New Center at UNC

Dear Paul,

Thank you for the time you spent with us in our visit to ASU last month. We have started to move forward with plans here. I have been asked by our dean, Kevin Guskiewicz, to prepare a budget and a plan for forming a steering committee of internal and external experts to write a mission statement and recruit a director for our new center supporting viewpoint diversity. I would like to have a short (maybe 30 minute) conversation this week if you are available. My goal would be to make sure that we don't miss any key people or functions in the 6-9 month planning phase.

I have copied my assistant Yulia in hopes ttah she can find a mutually agreeable time.

Thanks,
Chris

*J. Christopher Clemens
Senior Associate Dean for Natural Sciences
Jaroslav Folda Distinguished Professor of Physics and Astronomy
205 South Building CB# 3100
Chapel Hill, NC 27599
Phone: (919) 962-1165*

Message

From: Clemens, J. Christopher [/O=EXCHANGELABS/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=1E9A30C351E74258BD75BEA1EB62C71A-J. CHRISTOP]
Sent: 3/25/2018 2:18:41 PM
To: Robert P. George [rgeorge@Princeton.EDU]
CC: RPG Assistant [rpgasst@Princeton.EDU]; Strizheus, Yulia [/o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=618c3a1e8b1e40c39cc52a9d155bc73c-ystrizh]
Subject: Re: James Madison Program

Yes, I am back from church and lunch. My cell phone is right away, so if I don't answer leave a message and I'll reing you right back. Sometimes it doesn't ring at my house

Chris

*J. Christopher Clemens
Senior Associate Dean for Natural Sciences
Jaroslav Folda Distinguished Professor of Physics and Astronomy
205 South Building CB# 3100
Chapel Hill, NC 27599
Phone: (919) 962-1165*

From: Robert P. George <rgeorge@Princeton.EDU>
Sent: Sunday, March 25, 2018 10:11 AM
To: Clemens, J. Christopher
Cc: RPG Assistant; Strizheus, Yulia
Subject: RE: James Madison Program

Dear Chris:

Certainly. I would be happy to have a chat. It's great news that this project is going forward. I have a crazy week coming up, so might it be possible for you and I to talk by phone this afternoon?

Robby

Sent from my Verizon 4G LTE smartphone

----- Original message -----

From: "Clemens, J. Christopher" <clemens@physics.unc.edu>
Date: 3/25/18 09:39 (GMT-05:00)
To: "Robert P. George" <rgeorge@exchange.Princeton.EDU>
Cc: RPG Assistant <rpgasst@exchange.Princeton.EDU>, "Strizheus, Yulia" <ystrizh@email.unc.edu>
Subject: Re: James Madison Program

Dear Robby,

I have been asked by our dean, Kevin Guskiewicz, to prepare a budget and a plan for forming a steering committee of internal and external experts to write a mission statement and recruit a director for our

new center supporting viewpoint diversity. I would like to have a short (maybe 30 minute) conversation this week if you are available. My goal would be to make sure that we don't miss any key people or functions in the 6-9 month planning phase.

I have copied our assistants in hopes they can find a mutually agreeable time.

Thanks,
Chris

*J. Christopher Clemens
Senior Associate Dean for Natural Sciences
Jaroslav Folda Distinguished Professor of Physics and Astronomy
205 South Building CB# 3100
Chapel Hill, NC 27599
Phone: (919) 962-1165*

From: Robert P. George <rgeorge@Princeton.EDU>
Sent: Saturday, October 21, 2017 2:58 PM
To: Clemens, J. Christopher
Subject: RE: James Madison Program

Dear Chris:

Thanks for your note. I'm happy to hear from you.

I'd be delighted to have a chat by phone. This coming week is filled with obligations, so I'm wondering if sometime the following week would work for you.

Best wishes,

Robby George

Message

From: Clemens, J. Christopher [/O=EXCHANGELABS/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=1E9A30C351E74258BD75BEA1EB62C71A-J. CHRISTOP]
Sent: 3/25/2018 9:27:39 AM
To: Robert P. George [rgeorge@Princeton.EDU]
Subject: Re: James Madison Program

From: Robert P. George <rgeorge@Princeton.EDU>
Sent: Saturday, October 21, 2017 2:58 PM
To: Clemens, J. Christopher
Subject: RE: James Madison Program

Dear Chris:

Thanks for your note. I'm happy to hear from you.

I'd be delighted to have a chat by phone. This coming week is filled with obligations, so I'm wondering if sometime the following week would work for you.

Best wishes,

Robby George

From: Clemens, J. Christopher [mailto:clemens@physics.unc.edu]
Sent: Wednesday, October 18, 2017 11:09 PM
To: Robert P. George <rgeorge@exchange.Princeton.EDU>
Subject: James Madison Program

Dear Dr. George,

My friend Will Happer, a distinguished graduate of our physics program here, told me about a recent visit by a delegation from UNC to your James Madison Program. I subsequently talked to Chancellor Folt about the meeting, and last week I had the pleasure of meeting BoG members Joe Knott and Tom Fetzer when they visited the dean's office.

I have been among the most outspoken conservative members of the Art & Sciences faculty at UNC for many years, sponsoring the College Republicans, the Carolina Review, and several other student organizations. I am currently the senior associate dean of natural sciences, and am intrigued to learn of our administration's interest in housing a conservative center on campus. I wonder if you might find time to take a phone call from me so I can ask you some questions about the Madison Program? Although I was something of a political activist in graduate school, I have long since shifted my main focus to matters of faith and science where my professional expertise is more helpful.

I suspect we will find that we have many friends besides Will Happer in common. I'm thinking of Christopher Wolfe, Margarita Mooney, and I'm sure there are others. Please let me know if you have time for a call either this week or next. I would not take more than 30 minutes of your time.

Regards,
Chris

J. Christopher Clemens
Senior Associate Dean for Natural Sciences
Jaroslav Folda Distinguished Professor of Physics and Astronomy
205 South Building CB# 3100
Chapel Hill, NC 27599
Phone: (919) 962-1165

Message

From: Clemens, J. Christopher [/O=EXCHANGELABS/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=1E9A30C351E74258BD75BEA1EB62C71A-J. CHRISTOP]
Sent: 6/3/2019 9:49:05 AM
To: paul.carrese@asu.edu [/o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=a8d4896904b54ff88d009b8f590c3b5e-Guest_60b05]; Robert P. George [/o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=cecbf501ed0b4170b073a7e6ea8a95b6-Guest_b7e4d]
Subject: Re: August Meeting and updates

Thanks for this. I am meeting with our English/Comp Lit department chair on Wednesday. I will raise the possibility of attracting for this program. Will let you know ho it goes.

By the way, if you are familiar with Molly Worthen, a frequent op-ed contirbutor in the NYT, I have met with her and she is (very) enthusiastic.

Chris

*J. Christopher Clemens
Senior Associate Dean for Research and Innovation
Jaroslav Folda Distinguished Professor of Physics and Astronomy
205 South Building CB# 3100
Chapel Hill, NC 27599
Phone: (919) 962-1165*

From: Paul Carrese <Paul.Carrese@asu.edu>
Sent: Saturday, June 1, 2019 8:46 PM
To: Clemens, J. Christopher; Robert P. George
Subject: RE: August Meeting and updates

Hello Chris and Robby,

I hope this is helpful.

Best,
Duncan

So, for what it is worth, that's from a credible source.

Let me know how else I might help to prepare for the August meeting and decisions that will need to be made.

With best regards,

Paul

Paul Carrese
Director and Professor
School of Civic and Economic Thought and Leadership
Arizona State University
pcarrese@asu.edu
<https://scetl.asu.edu/>
Inspiring Leadership and Statesmanship for the Common Good

From: Clemens, J. Christopher <clemens@physics.unc.edu>
Sent: Friday, May 24, 2019 10:52 AM
To: Program in Civic Virtue and Civil Discourse <programincivicvirtueandcivildiscourse@office.unc.edu>
Subject: August Meeting and updates

Dear Friends,

Based on the results of the doodle poll, we have chosen August 21-22 as the date of our meeting in Chapel Hill, to begin around and end in early afternoon of the 22nd. I will be in communication over the summer with formal letters of appointment and agenda items for the meeting. Alexis will also be reaching out to help with travel for our external board members. I am excited about this project and look forward to seeing you all in about three months.

Chris

J. Christopher Clemens
Senior Associate Dean for Research and Innovation
Jaroslav Folda Distinguished Professor of Physics and Astronomy
205 South Building CB# 3100
Chapel Hill, NC 27599
Phone: (919) 962-1165

You're receiving this message because you're a member of the Program in Civic Virtue and Civil Discourse group from University of North Carolina at Chapel Hill. To take part in this conversation, reply all to this message.

[View group files](#) | [Leave group](#) | [Learn more about Office 365 Groups](#)

Message

From: Robert P. George [rgeorge@Princeton.EDU]
Sent: 3/9/2019 10:58:15 AM
To: Clemens, J. Christopher [/o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=1e9a30c351e74258bd75bea1eb62c71a-J. Christop]
CC: Guskiewicz, Kevin M [/o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=458353a661564a7596bd0115e3a5c5f1-Kevin M Gus]; Terry Ellen Rhodes, Interim Dean [/o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=48ee146400334537b6a73f8b1288ae10-south_asdea]
Subject: RE: Progress

Dear Chris:

Thanks for this update.

Congratulations on being named inaugural director of the program in American Values and Civil Discourse. I have no doubt that you will do a fabulous job in building and leading this profoundly important initiative at UNC.

Because it *is* so important, and because I have great confidence in your dedication, skill, and commitment, there is no way I can say anything but yes to your invitation to play the role in the program you and your colleagues have asked me to consider. So please count me as “on board,” on the terms we discussed.

I will, of course, keep the confidential information you shared to myself. I want to say, however, that I’m heartened by it. I’m also heartened by what you report about fund-raising potential for the program.

Terry, may I also congratulate you on your appointment as Interim Dean of Arts and Sciences? I’m delighted to know that you regard the program in American Values and Civil Discourse as a priority. I look forward to working with you and Chris to make the program a success—a nationally recognized success.

UNC is one of our nation’s greatest universities. What happens at your institution matters not only for the community of students and scholars in Chapel Hill, but for all of us. I’m honored that you have invited me to be part of an effort that will, I have no doubt, make a great university even greater.

Yours sincerely,

Robert George

From: Clemens, J. Christopher <clemens@physics.unc.edu>
Sent: Saturday, March 09, 2019 10:16 AM
To: Robert P. George <rgeorge@Princeton.EDU>
Cc: Guskiewicz, Kevin M <gus@email.unc.edu>; Terry Ellen Rhodes, Interim Dean <asdean@unc.edu>
Subject: Progress

Dear Robby,

It was a pleasure to meet with you last month and share our ambitions for a new program at UNC which will be modeled on the Madison Program at Princeton, with some significant structural differences. I am mindful of your time and the conditions you stipulated for agreeing to chair a steering group that would help give

intellectual shape to the program we are developing. This email will update you on developments since our last meeting and begin to satisfy your condition that you do not spend time on things that are going to fail. I agree and feel the same way, so my immediate objectives are to find out what level of success is possible.

A week and a half ago, Provost Bob Blouin named my colleague Terry Rhodes as Interim Dean of Arts and Sciences. I met with her the day after and she reaffirmed that this program in American Values and Civil Discourse will remain a priority for her, as it is for Chancellor Guskiewicz. This week, Terry has asked me to serve as inaugural director of the fledgling program and we have identified a donor-supported budget of \$330K for each of the next three years. I spent last week on a fundraising trip to Palm Beach, Florida, and I see great potential to raise additional funding.

At the same time this is happening, the College is seeking approval of a new general education curriculum that is going to require extensive course development, and there is concern across all departments about securing the resources that will be required in this effort. The curriculum description is here:

<https://ideasinaction.unc.edu/files/2018/11/ideas-action-curriculum-v4.2.pdf> and I invite you to look in particular at the first year courses called Ideas, Information, and Inquiry (triple-I).

My immediate strategy is to develop a well-funded and resourced program with a core of faculty who will participate in the development of these triple-I courses, as well as other elements of the curriculum. The first selection criteria for faculty will be alignment to the intellectual objectives of the program, which is most succinctly stated as "bringing classical intellectual traditions into sustained and rigorous engagement with contemporary thought" and additionally "combining the vigorous pursuit of truth with the forging of deep intellectual friendships." These principles are the same as those animating the Madison Program and others like it. The second criterion will be a passion and talent for teaching undergraduates, particularly early in their careers. I believe we will be able to recruit eight initial faculty internally, although the conversations with these faculty and their chairs are in early stages. In addition, I am in a series of meetings to measure the enthusiasm for recruiting to our campus. Please keep this confidential as I will not contact them until I am sure there is a path forward. I understand from John Rose that they may be willing to entertain outside offers.

The remaining objectives are technical, and involve writing personnel policies and deciding whether formal recognition as a center should be pursued now or later. At the moment we do not envision the program as having a separate curriculum, but rather we will develop courses in service to the new general education curriculum to assist in its success. We intend to offer our college faculty members the chance to be full joint faculty in the program, which means they will hold full tenure both in their respective departments and in the program. We hope the same will be true of new hires into the program.

I hope this sketch of where we are is useful as you consider our offer. I will keep you posted as our plan progresses and especially if any problems develop that might affect your decision, which need not be rushed at this moment.

Regards,

Chris

J. Christopher Clemens
Senior Associate Dean for Natural Sciences

Jaroslav Folda Distinguished Professor of Physics and Astronomy
205 South Building CB# 3100
Chapel Hill, NC 27599
Phone: (919) 962-1165

Message

From: Robert P. George [rgeorge@Princeton.EDU]
Sent: 6/30/2019 5:31:03 PM
To: Clemens, J. Christopher [/o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=1e9a30c351e74258bd75bea1eb62c71a-J. Christop]
Subject: RE: Letter and attachments for Cornel West
Attachments: Letter to Cornel West 6-26-19 rev.docx

Dear Chris:

Thanks. That explains it!

I've proposed a few revisions to the letter in an effort to make the invitation more appealing to Cornel. It would be absolutely wonderful to have his counsel and support as a member of the committee. He is, obviously, a superb scholar and he is deeply committed to the goals UNC hopes to achieve in the new program.

Best regards,

Robby

From: Clemens, J. Christopher [mailto:clemens@physics.unc.edu]
Sent: Sunday, June 30, 2019 3:44 PM
To: Robert P. George <rgeorge@Princeton.EDU>
Subject: Fw: Letter and attachments for Cornel West

Looks like these accidentally went to the wrong email. Here they are for Cornel.

Chris

*J. Christopher Clemens
Senior Associate Dean for Research and Innovation
Jaroslav Folda Distinguished Professor of Physics and Astronomy
205 South Building CB# 3100
Chapel Hill, NC 27599
Phone: (919) 962-1165*

From: Clemens, J. Christopher
Sent: Thursday, June 27, 2019 9:44 AM
To: rpg@princeton.edu; rpgasst@princeton.edu
Cc: Cline, Alexis L
Subject: Letter and attachments for Cornel West

Dear Robby (and Jane),

Here is a letter of invitation from our Dean for Cornel West to join our board. Robby was going to send it to help persuade him. Let me know if you need anything else.

Chris

*J. Christopher Clemens
Senior Associate Dean for Research and Innovation
Jaroslav Folda Distinguished Professor of Physics and Astronomy
205 South Building CB# 3100
Chapel Hill, NC 27599
Phone: (919) 962-1165*



THE UNIVERSITY
of NORTH CAROLINA
at CHAPEL HILL

OFFICE OF THE DEAN

203 SOUTH BUILDING
CAMPUS BOX 3100
CHAPEL HILL, NC 27599-3100

T 919.962.3165
F 919.962.2408
college.unc.edu

June 26, 2019

Professor Cornel West
Harvard Divinity School
45 Francis Avenue,
Cambridge, Massachusetts 02138

Dear Professor West,

On behalf of the University North Carolina, the College of Arts & Sciences, and Senior Associate Dean Chris Clemens, I would like to invite you to participate on the advisory board of a new program we are developing in the College, called the Program in Civic Virtue and Civil Discourse. This program will bring together faculty from all of the divisions of the College of Arts and Sciences and other schools to explore and debate contemporary questions that require broad interdisciplinary approaches to address and that relate to the civic and political engagement of our community of students, teachers, researchers, and scholars. We will approach these questions with humility in a spirit of intellectual friendship, even when they require contesting deeply held ideas and convictions.

-Your friend Professor Robertby George has agreed to serve as chairman of this board and he has kindly agreed to communicate this invitation to you on my behalf. The work you and he do together and the stance you model in all of your work represents precisely what we are committed to doing in the new program. That is why we would love to have your counsel and participation in this project. ~~and our~~ Senior Associate Dean of Research and Innovation, Chris Clemens is organizing the effort on campus. I have attached a draft description of the program that has been shared with UNC faculty along with biographical sketches of the other board members we have recruited.

For your service as member of the advisory committee to the program, we ~~can~~ offer an honorarium of \$20,000. We will also pay travel expenses for any trips to Chapel Hill that are ~~may be required as~~ part of your work on the committee. The advisory committee will help develop the mission of our new program, give shape to its activities, and assist UNC with a national search for intellectual and operational leadership.

We have set the first meeting of the advisory committee to be in Chapel Hill on August 21-22, 2019, at which time we will establish the schedule for the remainder of the committee's work. I do not expect there to be a large number of meetings over the course of the year, perhaps two to three in person and another few phone calls. I fully understand the demands on your time, and recognize that you may need to miss meetings or sometimes participate by phone. Please do not let that prevent you accepting this invitation. Chris or I will be happy to answer any questions you may have. We are excited about the possibility to have you join the board and contribute to the intellectual direction of this effort.

Sincerely,

Terry Ellen Rhodes, D.M.A.
Professor, Music
Interim Dean, College of Arts & Sciences



Message

From: Guskiewicz, Kevin M [/O=EXCHANGELABS/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=458353A661564A7596BD0115E3A5C5F1-KEVIN M GUS]
Sent: 2/1/2019 1:34:57 AM
To: rgeorge@Princeton.EDU
CC: Clemens, J. Christopher [/o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=1e9a30c351e74258bd75bea1eb62c71a-J. Christop]; Lundberg, Christian O [/o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=f0daf07b0d9c454781a086b7655aad61-Christian O]
Subject: Feb 8th Meeting - Duke Univ
Attachments: Preparing Students for Meaningful Lives_10-17-18.docx

Dear Robbie,

Chris Clemens, Christopher Lundberg, and I are looking forward to reconnecting with you on Feb 8 (1:45pm) at Duke University. Chris enjoyed our visit to Princeton last year, as well as spending some time with you here at UNC shortly thereafter. I appreciated John Rose setting aside a little time for us to visit with you to continue our long-overdue conversation about viewpoint diversity at UNC. We have now secured a planning grant/gift to explore the development of the center at Carolina. We look forward to meeting with you to hear your thoughts and to gage your interest in serving on the advisory board to help us create the center.

I have attached a document that might help guide our conversation. Please don't hesitate to contact me if you have any questions. Otherwise, we look forward to connecting with you next Friday.

Best,
Kevin

Kevin Guskiewicz, PhD
Dean, College of Arts & Sciences
Kenan Distinguished Professor
Department of Exercise and Sport Science
919.962.3082
asdean@unc.edu

Preparing Students for Meaningful Lives

An Opportunity to Lead

As stated in *The Blueprint for Next*, UNC-Chapel Hill's strategic framework, a fundamental purpose of a global research university is to enable its students to see complex issues from all sides, equip them to make informed and reasoned choices, and in so doing, prepare them for future leadership. It is likewise the university's responsibility to examine itself constantly, identify gaps in its resources and offerings, and not only fill those gaps, but seek out opportunities to lead in areas of emerging importance. A critically important area identified for growth—and indeed potential leadership—at UNC Chapel Hill is the extent to which we prepare students not only by teaching them what is practical and useful but by helping them address larger questions of purpose and meaning—questions whose answers hold the key to human flourishing.

Over the past five decades, universities have increasingly taken a progressive approach to these questions, building an admirable ethos of social justice, economic advancement, and civic participation. However, this trend has also led to a relative impoverishment of the conservative approach to liberal arts education—one which brings classical intellectual traditions into sustained and rigorous engagement with contemporary thought. At the same time, the academy has suffered a loss of political diversity, and an increase in the pressure for ideological conformity, threatening the classical liberal value of free speech.

This situation represents an opportunity for the University of North Carolina to lead through the development of a new center that will combine the vigorous pursuit of truth with the forging of deep intellectual friendships. We have attached a working description for a center whose core focus would be American values and civil discourse. Our plan is to recruit a distinguished working group representing both on-campus and off-campus voices to help establish our center and position it within a network of other centers organized by the Foundation for Excellence in Higher Education. With the assistance of the working group, we aspire to recruit a nationally pre-eminent, dynamic scholar to lead a new initiative that would help our students develop a collaborative and thoughtful approach to life's most important questions, grounded in the classical intellectual tradition. This is consistent with the College of Arts & Sciences' strategic priority *to develop a contemporary, innovative, inclusive and global curriculum*. Likewise, it aligns with the mission: *Think. Communicate. Collaborate. Create...for meaningful lives*.

Carolina's Commitment

Going back to the University's founding purpose as the first state university, to prepare an educated citizenry, and more recently as spelled out in the *Blueprint*, Carolina has committed itself to providing the broad liberal arts education that is practical and useful, but also deeply engaged in reflection on what it means to live a good life. This will help develop citizens with both the skills they need to lead and the wisdom to know where their leadership should take us. This is consistent with one of the seven framing priorities of the *Blueprint*, to *"Work for democracy: develop citizen-leaders and*

encourage informed public discussion.” About prioritizing working for democracy, the *Blueprint* goes on to say:

As a center of inquiry and civil debate, Carolina—perhaps more than anywhere else—can host informed public discussion of our state’s most daunting issues. We will facilitate forums and develop in our students the openness and perspective required of our state’s future citizen-leaders.

To accomplish this goal, students must learn to reason together, develop deep intellectual friendships, learn to debate civilly, and be open to learn from those with whom they disagree. Moreover, they must be equipped with a broad classical liberal framework to help them answer perennial questions about what constitutes a good life in the face of dramatic social, technological, and cultural change in the digital age.

A few other universities across the nation are taking admirable steps to address this need, and UNC Chapel Hill has an opportunity to build a program of excellence and national distinction.

Next Step

The next step is to appoint a distinguished working group comprised of four UNC-Chapel Hill faculty members, one Board of Trustee member, one Board of Governors member, and three national thought leaders to identify the best response to this opportunity. The working group’s charge will be no more prescribed than that, but it is anticipated that they will include in their recommendations the identification, recruitment, and endowment of a teacher-scholar of impeccable national credentials capable of articulating and executing a distinctive vision for a nationally recognized center.

The university has received a planning grant from a donor to launch the initiative, support the working group, and then to recruit a visionary leader and identify the resources he or she will need to realize their vision. The attached working concept may serve as a framework for the working group as it considers all options for this important pan-campus initiative.

A Final Note

This initiative aspires to the highest ideals of a great university. In its recent endorsement of principles for the promotion and protection of free speech on campus, the faculty of UNC-Chapel Hill wrote: *“The ability to speak freely, debate vigorously, and engage deeply with differing viewpoints is the bedrock of our aspirations at Carolina.”* Last year, two scholars with quite different political perspectives—Robert P. George, who has established a highly-regarded center for the study of American political thought at Princeton, and the Harvard professor Cornel West—issued an especially eloquent joint statement articulating the value of the engaged debate and intellectual rigor this initiative seeks to foster at Carolina.

“The pursuit of knowledge and the maintenance of a free and democratic society require the cultivation and practice of the virtues of intellectual humility, openness of mind, and, above

all, love of truth. These virtues will manifest themselves and be strengthened by one's willingness to listen attentively and respectfully to intelligent people who challenge one's beliefs and who represent causes one disagrees with and points of view one does not share."

"All of us should be willing—even eager—to engage with anyone who is prepared to do business in the currency of truth-seeking discourse by offering reasons, marshaling evidence, and making arguments. The more important the subject under discussion, the more willing we should be to listen and engage—especially if the person with whom we are in conversation will challenge our deeply held—even our most cherished and identity-forming—beliefs."

As the nation's oldest public university, UNC-Chapel Hill aspires to, and the citizens of North Carolina deserve, no less.

Center for American Values & Civil Discourse

A working concept

The founders of the United States of America, informed by classical learning and Enlightenment Liberalism, established both an intellectual foundation and an operating framework for our Nation. It has formed the basis for our collective civic life for nearly 250 years.

And yet at many American universities, over the past 50 years these underpinnings of our national character have been attenuated by the narrowing of political viewpoints and the pressure for ideological conformity in the academy.

The Center for American Values & Civil Discourse will reawaken the scholarship and pedagogy that fashioned America, ensuring that graduates of our great University have learned to think independently and to debate the fundamental questions of life in an informed and civil way.

Are there fundamental rights held by all people? What are these rights, and where do they come from? What is the purpose of government and its best form? What are the ethics of a marketplace? Is moral choice a fact or delusion?

Are “Life, Liberty, and the Pursuit of Happiness” and the other ideals of the Declaration of Independence a reality or a “promissory note” for most Americans? What challenges will globalism, resurgent nationalism and new technology bring to these ideals?

These are the questions our students should be examining, because our students will be our nation’s next generation of leaders. With the Center for American Values & Civil Discourse, they will be sure to do so — and through multiple lenses rather than one.

A Thematic Approach

The Center will promote teaching and scholarship in political, social, economic and moral life, with an emphasis on two specific themes: the ethics of civil discourse, and the roles and responsibilities of well-educated and engaged citizens in the life of a republic. The Center will explore a broad range of intellectual avenues in examining these themes, including:

- the historical and philosophical roots of the U.S. Constitution;
- the evolution of U. S. laws and political structures over time;
- ethical modes of discourse and dissent;
- the role of great works of literature in informing and enriching our lives;
- ethical and cultural dimensions of science and technology;
- the place of religion and religiously informed moral judgment in American public life.

The Center will examine and discuss these intellectual questions as they intersect with specific challenges, such as:

- sovereign debt and its impact on the future of the social order;
- the global economy and the rising importance of automation and artificial intelligence;
- the bioethical implications of gene editing and the dangers of “second wave” human eugenics.

In addressing these concerns, students and faculty will explore the thought of America's founders and leading statesmen, including Madison, Jefferson, Washington, Adams, Lincoln and King. They also consider the contributions of thinkers who shaped the understanding that fed the American founding and continue to shape the American civic idea. Among these are Plato, Aristotle, Augustine, Aquinas, Luther, Calvin, More, Erasmus, Adam Smith, Montesquieu, Sidney, and Locke. These will also include perceptive foreign commentators — such as Tocqueville, Churchill, Chesterton and Solzhenitsyn — on American ideals and institutions.

Crossing Campus and Reaching the Public

The Center will be led by a director with a distinguished academic record, reporting to the Dean of the College of Arts & Sciences. Faculty and students from several departments and schools across campus will be invited to participate, based on their relevant expertise and experience. These may include, but are not limited to: Public Policy, Political Science, Classics, Economics, Philosophy, American Studies, Business, Journalism, History, Law, Sociology, English and Comparative Literature, and Religious Studies, several of which are ranked in the top 20 nationally.

This multidisciplinary approach will not only ensure that students are exposed to a wide range of intellectual and scholarly viewpoints; it will also fuel pioneering scholarship by providing new opportunities to enhance and accelerate intellectual partnerships that share a common purpose with Center goals.

Center Curriculum, Degrees, Certificates

An innovative curriculum will be developed once the Center Director and faculty are appointed. Several new courses will be added in mission-critical areas, such as:

- Leadership 101: Viewpoint Diversity and American Values
- Modern Political Thought: Origins and Debates About Modern Liberty
- Statesmanship and American Grand Strategy
- Capitalism and Great Economic Debates
- Classics of Modern Economic Thought: Smith to Hayek and Beyond

Courses will also be cross-listed with majors that meet the curricular mission of the Center, potentially reaching more than 1,000 students each year. The Center will offer a minor and — over time — we aim to develop distance education opportunities (certificate program) for non-degree seeking students. We have ample reason to believe these offerings will prove popular. For comparison's sake, consider our courses in The Carolina Center for Jewish Studies. In just 15 years, they have grown to enroll more than 1,300 undergraduate students each year.

Academic-Public Programming/Speaker Series

The Center's premier programming will invite pairs of speakers who can model civil discourse while representing opposing viewpoints on the key intellectual questions of the Center. Other speakers will present ideas on the ethics of civil discourse, the imperative for leadership that accompanies citizenship in a free republic and other inspirational topics that are currently not well represented in the life of the academy. A Distinguished Scholars Speakers Series will annually bring internationally renowned scholars to campus for public lectures and to meet with students.

Message

From: Paul Carrese [Paul.Carrese@asu.edu]
Sent: 4/12/2019 11:04:46 PM
To: Clemens, J. Christopher [/o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=1e9a30c351e74258bd75bea1eb62c71a-J. Christop]
CC: Cline, Alexis L [/o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=ef59890ca64a4e9f9869271431da4348-Alexis L Cl]
Subject: RE: phone call with Robby George
Attachments: Carrese 2018.jpg

Hello Chris,

Below my signature block is a brief bio that Alexis could use; let me know if it is too long (245 words). And the attached file is a photo; let me know if that, too, is what you are looking for.

With best regards,

Paul

Paul Carrese
Director and Professor
School of Civic and Economic Thought and Leadership
Arizona State University
pcarrese@asu.edu
<https://scetl.asu.edu/>
Inspiring Leadership and Statesmanship for the Common Good

Paul Carrese is founding Director of the School of Civic & Economic Thought and Leadership at Arizona State University, which reconnects liberal education and civic education to prepare leaders for public affairs and civil society. It is the only such department at a major American university, offering undergraduate and graduate degrees and sponsoring an array of programs; see <https://scetl.asu.edu/>. For two decades, Carrese was professor of Political Science at the U.S. Air Force Academy, where he co-founded and directed the Academy's "Great Books" honors program. He has been a Rhodes Scholar at Oxford, a post-doctoral fellow at Harvard, a Fulbright Fellow at Delhi University, and Forbes Visiting Fellow in the James Madison Program, Princeton. He is author of *The Cloaking of Power: Montesquieu, Blackstone, and the Rise of Judicial Activism* (Chicago, 2003, 2013), and *Democracy in Moderation: Montesquieu, Tocqueville, and Sustainable Liberalism* (Cambridge, 2016, 2018), along with many articles and book chapters. He has co-edited John Marshall's *The Life of George Washington* (Liberty Fund, 2001); *Constitutionalism, Executive Power, and the Spirit of Moderation* (SUNY, 2016); and *American Grand Strategy: War, Justice, and Peace in American Political Thought* (Johns Hopkins, forthcoming). Professor Carrese earned two Master's degrees from Oxford, in Politics & Philosophy and in Theology, and a Ph.D. in Political Science from Boston College. He has served on Rhodes Scholarship final selection committees for 25 years, and serves on the advisory board of the Institute for Classical Education, a project of the Great Hearts Academies.

From: Clemens, J. Christopher <clemens@physics.unc.edu>
Sent: Thursday, April 11, 2019 5:50 AM
To: Myers, Richard Ernest II <rmyers@email.unc.edu>; Gilleskie, Donna B <donna_gilleskie@unc.edu>; Lundberg, Christian O <clundber@email.unc.edu>; rpbryan: cgduckett@battleandassociates.com;
farr.curlin@duke.edu; Paul Carrese <Paul.Carrese@asu.edu>; Robert P. George <rgeorge@Princeton.EDU>; rpgasst@princeton.edu
Cc: Cline, Alexis L <alexis@unc.edu>
Subject: Re: phone call with Robby George

Dear friends,

The email is to confirm our call with Robby George for Monday April 22, at 4:00 p.m. For those on campus we will meet in 105 South Building. Alexis will send a meeting request and call in numbers for those participating by telephone. Early next week I will send an agenda.

I will also ask Alexis to put together a document with short bios for each of you. If you have a paragraph and a picture you prefer to include please send to her, otherwise we improvise using the web :-)

Thanks,
Chris

*J. Christopher Clemens
Senior Associate Dean for Natural Sciences
Jaroslav Folda Distinguished Professor of Physics and Astronomy
205 South Building CB# 3100
Chapel Hill, NC 27599
Phone: (919) 962-1165*

From: Clemens, J. Christopher
Sent: Friday, April 5, 2019 5:50 PM
To: Myers, Richard Ernest II; Gilleskie, Donna B; Lundberg, Christian O; rpbryan@battleandassociates.com; farr.curlin@duke.edu
Cc: Black, Will
Subject: phone call with Robby George

Dear friends,

We are trying to schedule a telephone call with Robby George. Please help by completing the doodle poll below.

<https://doodle.com/poll/nd8iqh43skc92n73>

I have included a copy of a flyer made up by development, and a rough draft of some talking points for the new program. Please let me know if you have any questions.

Thanks,
Chris

*J. Christopher Clemens
Senior Associate Dean for Natural Sciences
Jaroslav Folda Distinguished Professor of Physics and Astronomy
205 South Building CB# 3100
Chapel Hill, NC 27599
Phone: (919) 962-1165*



Message

From: Robert P. George [rgeorge@Princeton.EDU]
Sent: 5/24/2019 3:47:36 PM
To: Clemens, J. Christopher [/o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=1e9a30c351e74258bd75bea1eb62c71a-J. Christop]
Subject: RE: August Meeting and updates
Attachments: PCVCD_advisory_5_24 rpg.rev.docx

Thanks, Chris. Sounds good.

I've slightly revised my bio (attached).

Robby

=====
Robert P. George
Visiting Professor
Harvard Law School
and
McCormick Professor of Jurisprudence
Director of the James Madison Program in
American Ideals and Institutions
Princeton University
112 Fisher Hall
Princeton, NJ 08544
(609) 258-3270
(609) 258-6837 (fax)
rgeorge@princeton.edu

From: Clemens, J. Christopher <clemens@physics.unc.edu>
Sent: Friday, May 24, 2019 1:52 PM
To: Program in Civic Virtue and Civil Discourse <programincivicvirtueandcivildiscourse@office.unc.edu>
Subject: August Meeting and updates

Dear Friends,

Based on the results of the doodle poll, we have chosen August 21-22 as the date of our meeting in Chapel Hill, to begin around and end in early afternoon of the 22nd. I will be in communication over the summer with formal letters of appointment and agenda items for the meeting. Alexis will also be reaching out to help with travel for our external board members. I am excited about this project and look forward to seeing you all in about three months.

Chris

*J. Christopher Clemens
Senior Associate Dean for Research and Innovation
Jaroslav Folda Distinguished Professor of Physics and Astronomy
205 South Building CB# 3100*

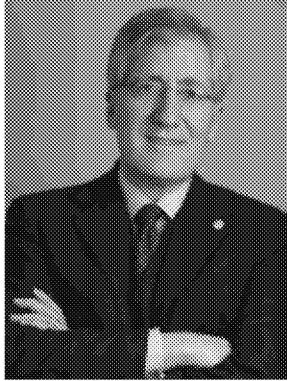
Chapel Hill, NC 27599
Phone: (919) 962-1165

You're receiving this message because you're a member of the Program in Civic Virtue and Civil Discourse group from University of North Carolina at Chapel Hill. To take part in this conversation, reply all to this message.

[View group files](#) | [Leave group](#) | [Learn more about Office 365 Groups](#)

Biographies for Advisory Committee

Chairman



Robert -P. George, McCormick Professor of Jurisprudence, Director, James Madison Program.

Robert P. George is McCormick Professor of Jurisprudence and Director of the James Madison Program in American Ideals and Institutions at Princeton University. He is also frequently a Visiting Professor at Harvard Law School.

In addition to his academic service, Professor George has served as Chairman of the U.S. Commission on International Religious Freedom. He has also served on the President's Council on Bioethics, as a presidential appointee to the United States Commission on Civil Rights, and as the U.S. member of UNESCO's World Commission on the Ethics of Science and Technology.

He is a former Judicial Fellow at the Supreme Court of the United States, where he received the Justice Tom C. Clark Award.

He serves on the boards of the John M. Templeton Foundation Religion Trust, the Lynde and Harry Bradley Foundation, the Ethics and Public Policy Center, the Becket Fund for Religious Liberty, the National Center on Sexual Exploitation, and the Center for Individual Rights, among others.

Professor George is author of *Making Men Moral: Civil Liberties and Public Morality* (Oxford University Press, 1993), *In Defense of Natural Law* (Oxford University Press, 1999), *The Clash of Orthodoxies* (ISI, 2001) and *Conscience and Its Enemies* (ISI, 2013). He is co-author of *Conjugal Union: What Marriage Is* (Cambridge University Press, 2014), *Embryo: A Defense of Human Life* (2nd edition, Doubleday, 2011), *Body-Self Dualism in Contemporary Ethics and Politics* (Cambridge University Press, 2008), and *What is Marriage?* (Encounter, 2012). He is editor of several volumes, including *Natural Law Theory: Contemporary Essays* (Oxford University Press, 1992), *The Autonomy of Law: Essays on Legal Positivism* (Oxford University Press, 1996), *Natural Law, Liberalism, and Morality* (Oxford University Press, 1996), and *Great Cases in Constitutional Law* (Princeton University Press, 2000), and co-editor of the *Cambridge Companion to Natural Law* (Cambridge University Press, 2017).

Professor George's articles and review essays have appeared in the *Harvard Law Review*, the *Yale Law Journal*, the *Columbia Law Review*, the *University of Chicago Law Review*, the *Review of Politics*, the *Review of Metaphysics*, and the *American Journal of Jurisprudence*. He has also written for the *New York Times*, the *Wall Street Journal*, the *Washington Post*, *First Things*, the *Boston Review*, and the *Times Literary Supplement*.

A graduate of Swarthmore College, Professor George holds M.T.S. and J.D. degrees from Harvard University and the degrees of D.Phil., B.C.L., and D.C.L. from Oxford University. He was elected to Phi Beta Kappa at Swarthmore and received a Frank Knox Fellowship from Harvard for graduate study in law and philosophy at Oxford. He holds twenty-one ~~nineteen~~ honorary degrees, including doctorates of law, letters, ethics, science, divinity, humane letters, civil law, law and moral values, humanities, and juridical science.

Professor George is a recipient of the United States Presidential Citizens Medal, the Honoric Medal for the Defense of Human Rights of the Republic of Poland, the Bradley Prize for Intellectual and Civic Achievement, the Philip Merrill Award of the American Council of Trustees and Alumni, the Paul Bator Award of the Federalist Society for Law and Public Policy, the Sidney Hook Award of the National Association of Scholars, a Silver Gavel Award of the American Bar Association, the Charles Fried Award of the Harvard Law School Federalist Society, the Irving Kristol Award of the American Enterprise Institute, and Princeton University's President's Award for Distinguished Teaching.

Baylor University has named its new Washington, D.C.-based program the "Robert P. George Initiative in Faith, Ethics, and Public Policy."

External Members



Paul Carrese is founding Director of the School of Civic & Economic Thought and Leadership at Arizona State University, which reconnects liberal education and civic education to prepare leaders for public affairs and civil society. It is the only such department at a major American university, offering undergraduate and graduate degrees and sponsoring an array of programs; see <https://scetl.asu.edu/>. For two decades, Carrese was professor of Political Science at the U.S. Air Force Academy, where he co-founded and directed the Academy's "Great Books" honors program. He has been a Rhodes Scholar at Oxford, a post-doctoral fellow at Harvard, a Fulbright Fellow at Delhi University, and Forbes Visiting Fellow in the James Madison Program, Princeton. He is author of *The Cloaking of Power: Montesquieu, Blackstone, and the Rise of Judicial Activism* (Chicago, 2003, 2013), and *Democracy in Moderation: Montesquieu, Tocqueville, and Sustainable Liberalism* (Cambridge, 2016, 2018), along with many articles and book chapters. He has co-edited John Marshall's *The Life of George Washington* (Liberty Fund, 2001); *Constitutionalism, Executive Power, and the Spirit of Moderation* (SUNY, 2016); and *American Grand Strategy: War, Justice, and Peace in American Political Thought* (Johns Hopkins, forthcoming). Professor Carrese earned two Master's degrees from Oxford, in Politics & Philosophy and in Theology, and a Ph.D. in Political Science from Boston College. He has served on Rhodes Scholarship final selection committees for 25 years, and serves on the advisory board of the Institute for Classical Education, a project of the Great Hearts Academies.



Farr Curlin, Josiah C. Trent Professor of Medical Humanities. Dr. Curlin is a hospice and palliative care physician who joined Duke University in January 2014 where he holds joint appointments in the School of Medicine, including its Trent Center for Bioethics, Humanities & History of Medicine, and in Duke Divinity School, including its Initiative on Theology, Medicine and Culture. He works with Duke colleagues to foster scholarship, study, and training regarding the intersections of medicine, ethics, and religion. After graduating from medical school, he completed internal medicine residency training and fellowships in both health services research and clinical ethics at the University of Chicago before joining its faculty in 2003. Dr. Curlin's empirical research charts the influence of physicians' moral traditions and commitments, both religious and secular, on physicians' clinical practices. As an ethicist, he addresses questions regarding whether and in what ways physicians' religious commitments ought to shape their clinical practices in a plural democracy. Dr. Curlin and colleagues have authored numerous manuscripts published in medicine and bioethics literature, including a *New England Journal of Medicine* paper titled, "Religion, Conscience and Controversial Clinical Practices." He is particularly concerned with the moral and spiritual dimensions of medical practice and the doctor-patient relationship, and with the moral and professional formation of physicians. His areas of expertise are medicine, medical ethics, doctor-patient relationship, religion and medicine, and conscience. At the University of Chicago, Dr. Curlin founded and was co-director of the Program on Medicine and Religion.

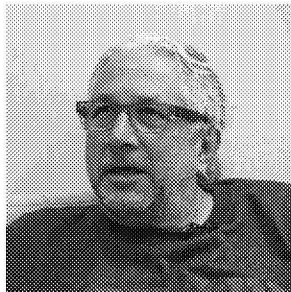


Jacqueline C. Rivers has served as a lecturer at Harvard University and has presented at Princeton University, the University of Notre Dame, the University of Pennsylvania, the American Enterprise Institute, the Vatican, the United Nations and in several other venues. Her latest publication, co-authored with Harvard sociologist Orlando Patterson, appears in the volume The Cultural Matrix. Jacqueline Rivers holds a PhD from Harvard University where she was a Doctoral Fellow in the Multidisciplinary Program in Inequality and Social Policy of the J. F. Kennedy School of Government and a Graduate Research Fellow of the National Science Foundation. She graduated from Harvard Radcliffe College (B.A. *summa cum laude*, Phi Beta Kappa and M.A., both in Psychology).

UNC Faculty Members



Donna Gilleskie is a professor in the Economics Department at the University of North Carolina at Chapel Hill. Her research focuses on the health, health insurance decisions, and medical care utilization of individuals and how these behaviors impact employment decisions and subsequent health. She was awarded the international Health Economics Association's Kenneth Arrow Award for the best published paper on health economics in 1998 (*Econometrica*, 1998).



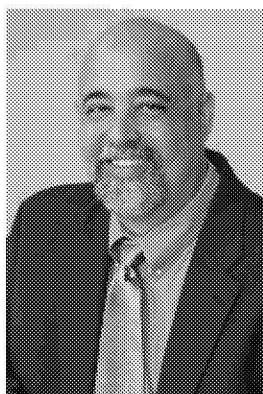
Lawrence Grossberg is the Morris Davis Distinguished Professor of Communication. He is from New York, where he attended Stuyvesant High School. He majored in Philosophy and Intellectual History (advisor Hayden White) at the University of Rochester. He studied with Stuart Hall at the Centre for Contemporary Cultural Studies in Birmingham England, and then completed his Ph.D. with James Carey at the University of Illinois at Urbana-Champaign. After teaching at Purdue for a year, and Illinois for almost twenty, he moved to UNC- Chapel Hill in 1994 to help develop cultural studies in the department and as an interdisciplinary program. He has advised over 50 doctoral students, winning awards for scholarship, teaching and mentoring, from the International Communication Association, the National Communication Association, the Association for Cultural Studies and UNC. He has written about modern and contemporary philosophy, the project of cultural studies, interdisciplinarity, the nature of value and of modernity, and more empirically, about U.S. popular music and youth culture, the changing conditions of children in the U.S., and post-war U.S. political culture, including the rise of new forms of conservatism, and the state of progressive oppositional struggles.



Christian Lundberg, Associate Professor in Communication and Co-Director of the University Program in Cultural Studies. Lundberg's teaching and research interests include theories of the public and public discourse, public speaking, rhetorical theory, debate and deliberation, critical theory, and Cultural Studies. Dr. Lundberg also teaches the First Year Seminar "*Think, Speak, Argue*," which focuses on debate and public speaking skills as pedagogical tools and as critical components of democratic life.

Lundberg's current research focuses on theories of the public as a social and discursive form, and on the animating principles for public discourses and identities. In addition, he has written a number pieces that unpack forms of discourse constituting specific publics, with special attention to the intersection between publics and religious discourse in Islam and Evangelical Christianity.

At the level of specific practices of public discourse and pedagogy, his work focuses on rhetorical theory, and on debate and public speaking as critical democratic forms.



Richard E. Myers, Henry Brandis Distinguished Professor of Law is a native of Kingston, Jamaica. Myers was a Chancellors Scholar at the UNC School of Law, where he graduated with high honors in 1998. Upon graduation from law school, he clerked in Washington, D.C., for the Hon. David Sentelle on the United States Court of Appeals for the D.C. Circuit, and then entered private practice as a litigator for O'Melveny & Myers, LLP, in Los Angeles California. After two years with the White Collar Criminal Law and Environmental and regulatory Compliance Practice Group, he left private practice in January 2002 to become an Assistant United States Attorney in the Central District of California. In September, 2002, he transferred to the Eastern District of North Carolina in Raleigh, where he prosecuted white collar and violent crimes, and headed the district's Violent Crimes Task Force for Wilmington and New Hanover and Pender Counties.

Myers joined the UNC Law School faculty in July 2004. He teaches Criminal Law, Criminal Procedure, Ethics, and a seminar on White Collar Crime.



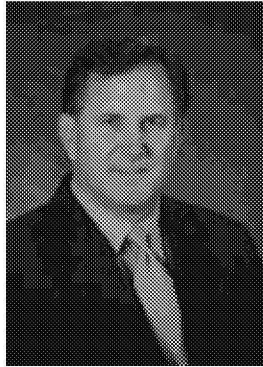
Sarah A. Treul is a Bowman and Gordon Gray Term Professor of political science at UNC. She specializes in American political institutions, with an emphasis on the U.S. Congress. She earned her B.A. in Political Science and Psychology from Wellesley College and her M.A. and Ph.D. from the University of Minnesota. Her current work examines the role of previous political experience and anti-establishment rhetoric on the success of congressional candidates and vote choice in the electorate. Other ongoing projects analyze the role of experience and ideology on legislative effectiveness in Congress, how extreme ideological primary challenges influence congressional behavior, and the effect of public opinion on congressional outcomes. She is the recipient of UNC's Tanner Award for Teaching Excellence, the Chapman Family Teaching Award, Honors Carolina's Manekin Award for Teaching Excellence, and the department of political science's Robson Award for Excellence in Graduate Instruction.

Board of Trustees Representatives



Chuck Duckett is Vice Chair of the UNC Board of Trustees. He is a partner in Battle & Associates, Inc., a marketing services firm he joined in 1989. He is also a partner in GRINS Enterprises, LLC. He graduated from Carolina in 1982 with a B.A. degree in political science and history. He is married to Beth Brady Duckett who also graduated from UNC. All three of their children have graduated from Carolina. His past service to the university includes work on the National Development Council, the Board of Visitors, the Steering Committee for the Carolina First Campaign and the board of WUNC FM. He established the Bill Guthridge Mathematics Scholarship and helped establish the Bill Guthridge Endowed Professorship in Mathematics along with John Burrell. On the Board of

Trustees, he is Chairman of the University Affairs Committee, and serves on the Finance, Infrastructure and Audit Committee, the External Relations Committee and the Personnel Committee. He is a member of the executive board of the Rams Club. He has also served on numerous community boards.



Jeff Brown is a partner in the law firm of Moore and Van Allen in Charlotte. Born in Chattanooga, TN, Brown received his B.S. from UNC-Chapel Hill in 1981, where he graduated Phi Beta Kappa, and his J.D. from Vanderbilt University. Brown focuses his practice on the representation of investors & developers in sophisticated commercial real estate transactions, ventures and developments. He has been recognized by Best Lawyers in America (including Charlotte Lawyer of the Year, Land Use), NC Super Lawyers and Business NC Legal Elite. Brown is a recipient of the City of Charlotte "Mayor's Award" recognizing one Charlotte Citizen, who has demonstrated unselfish community leadership and a recipient of the YMCA of Greater Charlotte George Williams Award. He was a William C. Friday Fellow for Human Relations with the Wildacres Leadership Initiative. Brown has served on the Foundation Boards for UNC Charlotte and Central Piedmont Community College, the Executive Committees for the Charlotte Chamber of Commerce and Charlotte Metropolitan YMCA, and City of Charlotte Citizens Committees related to transit and privatization. At UNC, Brown has served on search committees for the Dean of the Law School, the University General Counsel among others. He has served as Chair of the Board of Trustees Personnel Committee and Vice-Chair of the University Affairs Committee. He is married to the former Cantey Venable Sutton, UNC-CH '80 and great-granddaughter of former UNC President Francis Venable.

Board of Governors Representative



Rob Bryan, is an American politician and attorney from Charlotte, North Carolina. Rob was appointed by the NC General Assembly in 2017 to serve on the University of North Carolina System Board of Governors. His term will end in 2021. Bryan serves as the vice chair of the Committee on Educational Planning, Policies, and Programs, as a secretary of the Committee on Strategic Initiatives, and as a member of the Committee on Laboratory Schools.

In 2016, he became the Chief Development Officer for Cardinal Innovations Healthcare. He manages the organization's real estate holdings, purchasing, mobility strategies, and government relations. Prior to joining Cardinal, Bryan practiced law for 18 years. Most recently, he worked at the law firm of Womble, Carlyle, Sandridge, and Rice for over 10 years as a partner in the commercial real estate group.

Bryan is proud of his deep ties to education and the experiences that have helped shaped his service to this state. His mother and sister were both teachers and, prior to attending law school,

he taught for two years with Teach for America.

Bryan is no stranger to public service. He was as a member of the North Carolina House of Representatives, representing District 88 in Charlotte, for two terms from 2013-16. During his tenure, he chaired the Education Appropriations Committee, the Judiciary IV Committee, and the Joint Education Oversight Committee, as well as a number of House Select committees. He also served on the General Statutes Commission and continues to serve on the North Carolina Courts Commission. While in the legislature, he was selected as an Emerging Leader and attended the Emerging Leaders Program at the University of Virginia's Darden School of Administration. He also participated in the Global Leaders to India study program.

CONFIDENTIAL

Message

From: Program in Civic Virtue and Civil Discourse [/O=EXCHANGELABS/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=DF8562B56E4743D2946B7438958F8336-FF90E60F-3F]
on behalf of Clemens, J. Christopher [/O=EXCHANGELABS/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=1E9A30C351E74258BD75BEA1EB62C71A-J. CHRISTOP]
Sent: 5/21/2019 3:13:59 PM
To: Clemens, J. Christopher [/o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=1e9a30c351e74258bd75bea1eb62c71a-J. Christop]
Subject: You've joined the Program in Civic Virtue and Civil Discourse group

Office 365

Work Brilliantly Together

PC

Welcome to the Program in Civic Virtue and Civil Discourse Group

Use the group to share messages and files, and to coordinate group events.

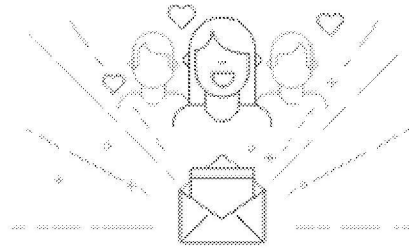
Private group with 1 member

[View group in Outlook](#)

Get started

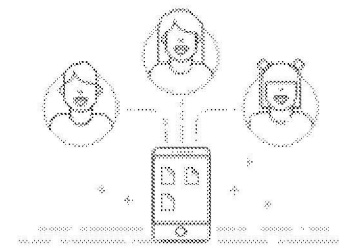
You're set to receive all of this group's conversations and events in your inbox. Change this setting below or any time in the group card.

Stop following in inbox



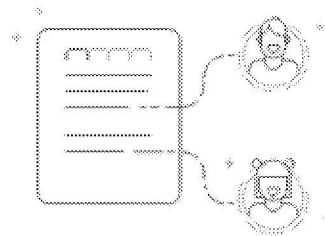
Get the conversation rolling

Start your own. Or just catch up. All in the group inbox.



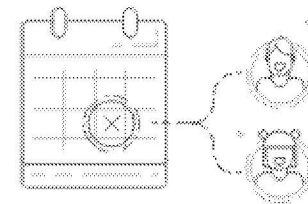
Keep things together

Now, your documents and attachments in one place.



Stay on the same page

Groups that take notes together, stay together. In the group notebook.

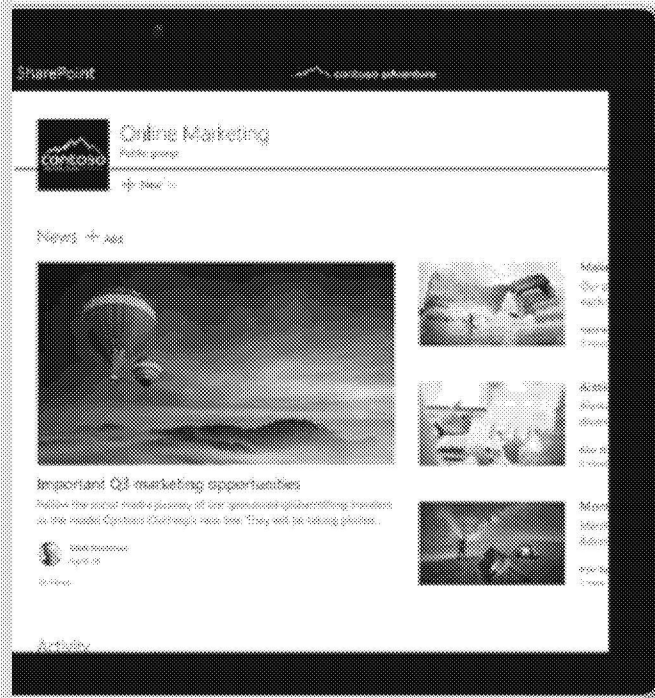


Don't miss a thing

Track milestones (and everything in between) in the group calendar.



Collaborate with your group across Office 365



Create content seamlessly

The group's SharePoint team site is the place to share news, work on and organize content, manage rich data within lists, and track all site activities across all members.

Check it out

Organize group work with Planner

Planner makes it easy for your team to create new plans, organize and assign tasks, share files, chat about what you're working on, and get updates on progress.

Check it out



Go further. Do more. Look here.



Follow your
Twitter feeds.



Track your
Salesforce updates.



All your Trello cards,
lists and boards.



Team notifications
from Jira.

[View all connectors](#)



Microsoft Corporation
One Microsoft Way
Redmond, WA 98052 USA

You are receiving this email because you have subscribed to Microsoft Office 365.
Copyright 2017 Microsoft Corporation. [Privacy Statement](#)

Message

From: RPG Assistant [rpgasst@Princeton.EDU]
Sent: 6/25/2019 3:13:41 PM
To: Clemens, J. Christopher [/o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=1e9a30c351e74258bd75bea1eb62c71a-J. Christop]
CC: rpg@princeton.edu [rpg@Princeton.EDU]; Robert P. George [/o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=cecbf501ed0b4170b073a7e6ea8a95b6-Guest_b7e4d]
Subject: Re: Professor Robert P. George
Importance: High

Thanks, Chris,

I will let Professor George know to expect your call then.

All best - Jane

From: "Clemens, J. Christopher" <clemens@physics.unc.edu>
Date: Tuesday, June 25, 2019 at 3:12 PM
To: RPG Assistant <rpgasst@Princeton.EDU>
Subject: Re: Professor Robert P. George

Yes at about 4:30 or 5:00

Sent from my iPhone

On Jun 25, 2019, at 2:50 PM, RPG Assistant <rpgasst@princeton.edu> wrote:

Dear Chris,

Do you have time to call Professor George for a brief conversation this afternoon? If so, his CELL

Please let me know if you can do this. Thanks so much.

**Best wishes,
Jane**

Jane Hale
Executive Assistant to Robert P. George
Princeton University / Politics Department
112 Fisher Hall
Princeton, NJ 08544-1012
Tele: 609-445-5092
Email: rpgasst@princeton.edu

From: "Clemens, J. Christopher" <clemens@physics.unc.edu>

Date: Monday, June 24, 2019 at 6:10 PM

To: Program in Civic Virtue and Civil Discourse <programincivicvirtueandcivildiscourse@office.unc.edu>

Subject: FAQ

I have uploaded the latest version of the FAQ, which is the one we will distribute to the Faculty Executive Committee tomorrow.

You're receiving this message because you're a member of the Program in Civic Virtue and Civil Discourse group from University of North Carolina at Chapel Hill. To take part in this conversation, reply all to this message.

[View group files](#) | [Leave group](#) | [Learn more about Office 365 Groups](#)

Message

From: jacqueline rivers
Sent: 5/6/2019 2:17:55 PM
To: Clemens, J. Christopher [/o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=1e9a30c351e74258bd75bea1eb62c71a-J. Christop]
Subject: Re: UNC Chapel Hill

Sounds very reasonable!

From: Clemens, J. Christopher <clemens@physics.unc.edu>
Sent: Sunday, May 5, 2019 6:34 PM
To: jacqueline rivers
Subject: Re: UNC Chapel Hill

Dear Jackie,

Thank you for reaching out. I expect there will be about two meetings in Chapel Hill, each running for an afternoon and the subsequent morning. This will be Aug-Sep and maybe early 2020 (travel and expenses paid.. The work in the meetings will be helping to craft mission, programming, and reviewing candidates for leadership. Robby and I will do writing of first drafts of any documents, based on discussion in the meetings and other board members will review and comment.

I expect the total hours will be pretty small; it is wisdom and not labor that we need.

Chris

*J. Christopher Clemens
Senior Associate Dean for Research and Innovation
Jaroslav Folda Distinguished Professor of Physics and Astronomy
205 South Building CB# 3100
Chapel Hill, NC 27599
Phone: (919) 962-1165*

From: jacqueline rivers
Sent: Sunday, May 5, 2019 11:56 AM
To: Clemens, J. Christopher
Subject: Re: UNC Chapel Hill

Hi Chris,

Thanks for all these documents! They will be very helpful.

After we spoke I realized that in my eagerness I didn't ask about the time commitment that you envision for the committee. I wonder whether you might speak to that now, please.

Best,

Jackie

Sent from my Verizon, Samsung Galaxy smartphone

----- Original message -----

From: "Clemens, J. Christopher" <clemens@physics.unc.edu>

Date: 5/2/19 7:49 AM (GMT-05:00)

To: "Cooke-Rivers, Jacqueline Olga" <jrivers@fas.harvard.edu>, "Cline, Alexis L" <alexis@unc.edu>

Cc: riversjacqueline

Subject: Re: UNC Chapel Hill

Dear Jackie,

Thank you for your willingness to consider membership on the advisory board for our new program in Civic Virtue and Civil Discourse. I have attached a set of questions and answers about the program, a draft of the document that development is using for fundraising (language still being crafted by committee members), and the bios we collected for members. Please let me know if you have edits to your own bio.

We are planning a meeting that would run for our afternoon and the following morning and the doodle poll for that is below.

I am pretty excited about this program and about the people we have on the advisory committee. There will definitely be some fruitful discussions or maybe even collisions. But that is consistent with the overall objectives we hope the program will serve for our students. Let me know if you have any questions or comments. I will draft up the formal appointment letters for our board next week.

<https://doodle.com/poll/c2rzw3c5bu4itq3z>

Regards,
Chris

*J. Christopher Clemens
Senior Associate Dean for Research and Innovation
Jaroslav Folda Distinguished Professor of Physics and Astronomy
205 South Building CB# 3100
Chapel Hill, NC 27599
Phone: (919) 962-1165*

From: Cooke-Rivers, Jacqueline Olga <jrivers@fas.harvard.edu>

Sent: Friday, April 26, 2019 1:06 PM

To: Cline, Alexis L; Clemens, J. Christopher

Cc: riversjacqueline

Subject: Re: UNC Chapel Hill

Great; thanks!

From: Cline, Alexis L <alexis@unc.edu>
Sent: Friday, April 26, 2019 1:01:02 PM
To: Cooke-Rivers, Jacqueline Olga; Clemens, J. Christopher
Cc: riversjacqueline@hotmail.com
Subject: RE: UNC Chapel Hill

Thank you Jackie. Chris will call you at 4 PM EST on 5/1 at

Thanks

Alexis

From: Cooke-Rivers, Jacqueline Olga <jrivers@fas.harvard.edu>
Sent: Friday, April 26, 2019 12:56 PM
To: Cline, Alexis L <alexis@unc.edu>; Clemens, J. Christopher <clemens@physics.unc.edu>
Cc: riversjacqueline
Subject: Re: UNC Chapel Hill

Hi Alexis,

I'm well thank you. I hope you are too.

Thanks for arranging our phone call. How's 4 pm Eastern time on Wed, May 1? My cell is the best number for Chris to reach me.

That's

Best wishes,

Jackie

From: Cline, Alexis L <alexis@unc.edu>
Sent: Friday, April 26, 2019 9:15:51 AM
To: Cooke-Rivers, Jacqueline Olga; Clemens, J. Christopher
Cc: riversjacqueline
Subject: RE: UNC Chapel Hill

Good morning Jackie,

I hope you are well. I'd like to offer the following dates and times when Chris is available for a phone call with you. He is free:

Tuesday, April 30 at 8:30 AM or 4:30 PM EST
Wednesday, May 1 anytime between 3:45 PM – 5 PM EST
Thursday, May 2 at 11:30 AM EST

Please let me know what works best for you. Thanks

Alexis

From: Cooke-Rivers, Jacqueline Olga <jrivers@fas.harvard.edu>
Sent: Thursday, April 25, 2019 7:51 PM
To: Clemens, J. Christopher <clemens@physics.unc.edu>
Cc: riversjacqueline Cline, Alexis L <alexis@unc.edu>
Subject: Re: UNC Chapel Hill

Hello Chris,

This sounds like an exciting program. I am happy to talk with you whenever we can arrange it.

I look forward to hearing from Alexis.

Jackie

From: Clemens, J. Christopher <clemens@physics.unc.edu>
Sent: Wednesday, April 24, 2019 10:59 AM
To: Cooke-Rivers, Jacqueline Olga
Cc: riversjacqueline Cline, Alexis L
Subject: Fw: UNC Chapel Hill

Dear Dr. Rivers,

As Robby has said, we are forming a new program here and I'd appreciate the chance to talk to you about whether you might help us as a member of our advisory committee. I'd be happy to talk by telephone about this, and have copied Alexis Cline who can assist in scheduling a call. Thank you for your consideration of this request.

Chris

*J. Christopher Clemens
Senior Associate Dean for Research and Innovation
Jaroslav Folda Distinguished Professor of Physics and Astronomy
205 South Building CB# 3100
Chapel Hill, NC 27599
Phone: (919) 962-1165*

From: Robert P. George <rgeorge@princeton.edu>
Sent: Monday, April 22, 2019 11:35 PM
To: jacqueline rivers
Cc: Clemens, J. Christopher
Subject: UNC Chapel Hill

Dear Jackie:

Dr. Christopher Clemens will be in touch with you about the possibility of your joining an advisory committee which is designing a new program for the University of North Carolina, Chapel Hill. The program will be on civic virtue and civil discourse. I have agreed to chair the advisory committee. Having you on the committee would mean a great deal to me. Your wisdom and insights would be huge assets to us. I know that you have many obligations and demands on your time, but I would be extremely grateful if you would join us.

Best wishes to you,

Robby

=====

Robert P. George

McCormick Professor of Jurisprudence
Director of the James Madison Program in
American Ideals and Institutions

Princeton University
112 Fisher Hall
Princeton, NJ 08544
(609) 258-3270
(609) 258-6837 (fax)
rgeorge@princeton.edu

Message

From: Grossberg, Lawrence [/O=EXCHANGELABS/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=5626CBC913FA47408E61846898FA9EA1-LAWRENCE GR]
Sent: 4/29/2019 8:49:05 AM
To: Clemens, J. Christopher [/o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=1e9a30c351e74258bd75bea1eb62c71a-J. Christop]
Subject: Re: Draft Agenda and Biographies

yes, much better—and I notice I have already signed it.

On Apr 29, 2019, at 12:08 AM, Clemens, J. Christopher <clemens@physics.unc.edu> wrote:

This corrected one from Robby seems to have removed the language that you did not like; perhaps a learning exercise even for Robby George and Cornel West.

*J. Christopher Clemens
Senior Associate Dean for Research and Innovation
Jaroslav Folda Distinguished Professor of Physics and Astronomy
205 South Building CB# 3100
Chapel Hill, NC 27599
Phone: (919) 962-1165*

From: Robert P. George <rgeorge@Princeton.EDU>
Sent: Wednesday, April 24, 2019 4:06 PM
To: Clemens, J. Christopher; Myers, Richard Ernest II; Gilleskie, Donna B; Lundberg, Christian O; rpbryan@battleandassociates.com; 'farr.curlin@duke.edu'; 'Paul.Carrese@asu.edu'; RPG Assistant
Cc: Cline, Alexis L
Subject: RE: Draft Agenda and Biographies

Dear Chris:

The statement that Cornel and I put out together is this one: <https://jmp.princeton.edu/statement>.

Sign the Statement: Truth Seeking, Democracy, and Freedom of Thought and Expression - A Statement by Robert P. George and Cornel West - Home | James Madison Program

jmp.princeton.edu

Sign the Statement: Truth Seeking, Democracy, and Freedom of Thought and Expression - A Statement by Robert P. George and Cornel West

Robby

From: Clemens, J. Christopher <clemens@physics.unc.edu>

Sent: Wednesday, April 24, 2019 11:31 AM

To: Myers, Richard Ernest II <rmyers@email.unc.edu>; Gilleskie, Donna B <donna_gilleskie@unc.edu>; Lundberg, Christian O <clundber@email.unc.edu>; 'rpbryan' <cgduckett@battleandassociates.com> <cgduckett@battleandassociates.com>; 'farr.curlin@duke.edu' <farr.curlin@duke.edu>; 'Paul.Carrese@asu.edu' <Paul.Carrese@asu.edu>; Robert P. George <rgeorge@Princeton.EDU>; RPG Assistant <rpgasst@Princeton.EDU>

Cc: Cline, Alexis L <alexis@unc.edu>

Subject: Re: Draft Agenda and Biographies

Dear friends,

Thank you all for a very productive telephone call on Monday. As a follow-up I have made a doodle poll for our meeting in the fall semester. Each time slot is an afternoon and the following morning. Please fill it out within the next two weeks if you can.

<https://doodle.com/poll/c2rzw3c5bu4itq3z>

I am also copying a link to the statement that Robby mentioned here:

<https://jmp.princeton.edu/think-for-yourself-statement>

You will see that a number of our faculty signed it this past year.

Finally, I have looked into the history of other programs that faculty have formed on campus and they often prepare a set of ready answers to common questions that may come up. Please find attached a draft version of a "frequently asked questions" document. It is not meant to be a full description of the program as we still have to write that, but I want this to be available in some form as we move forward in case questions arise.

I will be in touch over the summer with more draft documents and information about the committee charge as we prepare for the August/September meeting and the external search.

Best regards,
Chris

*J. Christopher Clemens
Senior Associate Dean for Research and Innovation
Jaroslav Folda Distinguished Professor of Physics and Astronomy
205 South Building CB# 3100
Chapel Hill, NC 27599
Phone: (919) 962-1165*

Message

From: Grossberg, Lawrence [/O=EXCHANGELABS/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=5626CBC913FA47408E61846898FA9EA1-LAWRENCE GR]
Sent: 4/28/2019 11:49:08 PM
To: Clemens, J. Christopher [/o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=1e9a30c351e74258bd75bea1eb62c71a-J. Christop]
Subject: Re: Draft Agenda and Biographies

I have to say I find the “think-for -yourself statement” a little troubling. I agree with its spirit but not the letter since it obviously intentionally leaves out the second half of the definition of bigot:

"especially : one who regards or treats the members of a group (such as a racial or ethnic group) with hatred and intolerance”

And given the continuation and even increasingly “legitimacy” of such bigotry, it does seem incendiary to use it here. would not another term--fundamentalist is the term I use--have done a better job?

In its current state, it is not likely to invite discussion and self-critique but to harden the lines—the statement will be read as equating the unearned certitude of anti-racists (or other progressive commitments)—which as you know, I can be critical of at least some of the claims-- with the increasingly public statements and actions of racists, anti-semites, etc.?

If we are going to succeed in our efforts, we are going to have to learn to use language much more carefully—on both sides (and I include myself). I think this is key; it should be written into our charter. Think about how your words will be read by people who disagree with you. Do they leave space for conversation or close it off?

Larry

On Apr 28, 2019, at 8:21 PM, Clemens, J. Christopher <clemens@physics.unc.edu> wrote:

Dear Larry,

Please go ahead and fill out the doodle poll for our face-to-face meeting with the whole board in August/September.

Chris

*J. Christopher Clemens
Senior Associate Dean for Research and Innovation
Jaroslav Folda Distinguished Professor of Physics and Astronomy
205 South Building CB# 3100
Chapel Hill, NC 27599
Phone: (919) 962-1165*

From: Clemens, J. Christopher
Sent: Wednesday, April 24, 2019 11:30 AM

To: Myers, Richard Ernest II; Gilleskie, Donna B; Lundberg, Christian O; rpbryan@battleandassociates.com; farr.curlin@duke.edu; Paul.Carrese@asu.edu; rgeorge@Princeton.EDU; rpgasst@Princeton.EDU
Cc: Cline, Alexis L
Subject: Re: Draft Agenda and Biographies

Dear friends,

Thank you all for a very productive telephone call on Monday. As a follow-up I have made a doodle poll for our meeting in the fall semester. Each time slot is an afternoon and the following morning. Please fill it out within the next two weeks if you can.

<https://doodle.com/poll/c2rzw3c5bu4itq3z>

I am also copying a link to the statement that Robby mentioned here:

<https://jmp.princeton.edu/think-for-yourself-statement>

You will see that a number of our faculty signed it this past year.

Finally, I have looked into the history of other programs that faculty have formed on campus and they often prepare a set of ready answers to common questions that may come up. Please find attached a draft version of a "frequently asked questions" document. It is not meant to be a full description of the program as we still have to write that, but I want this to be available in some form as we move forward in case questions arise.

I will be in touch over the summer with more draft documents and information about the committee charge as we prepare for the August/September meeting and the external search.

Best regards,
Chris

*J. Christopher Clemens
Senior Associate Dean for Research and Innovation
Jaroslav Folda Distinguished Professor of Physics and Astronomy
205 South Building CB# 3100
Chapel Hill, NC 27599
Phone: (919) 962-1165*

<FAQ.docx>

Message

From: Grossberg, Lawrence [/O=EXCHANGELABS/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=5626CBC913FA47408E61846898FA9EA1-LAWRENCE GR]
Sent: 4/28/2019 11:20:33 PM
To: Clemens, J. Christopher [/o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=1e9a30c351e74258bd75bea1eb62c71a-J. Christop]
Subject: Re: Draft Agenda and Biographies

Chris

I have done the Doodle. I will be teaching tuesday and thursdays from 11-12.15 in the fall. so I have not checked those days, but if necessary I could come late.

Larry

On Apr 28, 2019, at 8:21 PM, Clemens, J. Christopher <clemens@physics.unc.edu> wrote:

Dear Larry,

Please go ahead and fill out the doodle poll for our face-to-face meeting with the whole board in August/September.

Chris

*J. Christopher Clemens
Senior Associate Dean for Research and Innovation
Jaroslav Folda Distinguished Professor of Physics and Astronomy
205 South Building CB# 3100
Chapel Hill, NC 27599
Phone: (919) 962-1165*

From: Clemens, J. Christopher
Sent: Wednesday, April 24, 2019 11:30 AM
To: Myers, Richard Ernest II; Gilleskie, Donna B; Lundberg, Christian O; rpbryan@cgduckett.com; farr.curlin@duke.edu; Paul.Carrese@asu.edu; rgeorge@Princeton.EDU; rpgasst@Princeton.EDU
Cc: Cline, Alexis L
Subject: Re: Draft Agenda and Biographies

Dear friends,

Thank you all for a very productive telephone call on Monday. As a follow-up I have made a doodle poll for our meeting in the fall semester. Each time slot is an afternoon and the following morning. Please fill it out within the next two weeks if you can.

<https://doodle.com/poll/c2rzw3c5bu4itq3z>

I am also copying a link to the statement that Robby mentioned here:

<https://jmp.princeton.edu/think-for-yourself-statement>

You will see that a number of our faculty signed it this past year.

Finally, I have looked into the history of other programs that faculty have formed on campus and they often prepare a set of ready answers to common questions that may come up. Please find attached a draft version of a "frequently asked questions" document. It is not meant to be a full description of the program as we still have to write that, but I want this to be available in some form as we move forward in case questions arise.

I will be in touch over the summer with more draft documents and information about the committee charge as we prepare for the August/September meeting and the external search.

Best regards,
Chris

*J. Christopher Clemens
Senior Associate Dean for Research and Innovation
Jaroslav Folda Distinguished Professor of Physics and Astronomy
205 South Building CB# 3100
Chapel Hill, NC 27599
Phone: (919) 962-1165*

<FAQ.docx>

Message

From: Rob Bryan
Sent: 4/26/2019 8:27:21 AM
To: Clemens, J. Christopher [/o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=1e9a30c351e74258bd75bea1eb62c71a-J. Christop]
Subject: RE: Draft Agenda and Biographies

Also – what about Jonathan Haidt as a board member or possible advisory board member?

From: Clemens, J. Christopher <clemens@physics.unc.edu>
Sent: Wednesday, April 24, 2019 11:31 AM
To: Myers, Richard Ernest II <rmyers@email.unc.edu>; Gilleskie, Donna B <donna_gilleskie@unc.edu>; Lundberg, Christian O <clundber@email.unc.edu>; rpbryan 'cgduckett@battleandassociates.com' <cgduckett@battleandassociates.com>; 'farr.curlin@duke.edu' <farr.curlin@duke.edu>; 'Paul.Carrese@asu.edu' <Paul.Carrese@asu.edu>; 'rgeorge@Princeton.EDU' <rgeorge@Princeton.EDU>; 'rpgasst@Princeton.EDU' <rpgasst@Princeton.EDU>
Cc: Cline, Alexis L <alexis@unc.edu>
Subject: Re: Draft Agenda and Biographies

Dear friends,

Thank you all for a very productive telephone call on Monday. As a follow-up I have made a doodle poll for our meeting in the fall semester. Each time slot is an afternoon and the following morning. Please fill it out within the next two weeks if you can.

<https://doodle.com/poll/c2rzw3c5bu4itq3z>

I am also copying a link to the statement that Robby mentioned here:

<https://jmp.princeton.edu/think-for-yourself-statement>

You will see that a number of our faculty signed it this past year.

Finally, I have looked into the history of other programs that faculty have formed on campus and they often prepare a set of ready answers to common questions that may come up. Please find attached a draft version of a "frequently asked questions" document. It is not meant to be a full description of the program as we still have to write that, but I want this to be available in some form as we move forward in case questions arise.

I will be in touch over the summer with more draft documents and information about the committee charge as we prepare for the August/September meeting and the external search.

Best regards,

Chris

J. Christopher Clemens
Senior Associate Dean for Research and Innovation

Jaroslav Folda Distinguished Professor of Physics and Astronomy
205 South Building CB# 3100
Chapel Hill, NC 27599
Phone: (919) 962-1165

Message

From: Robert P. George [rgeorge@Princeton.EDU]
Sent: 4/24/2019 4:06:42 PM
To: Clemens, J. Christopher [/o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=1e9a30c351e74258bd75bea1eb62c71a-J. Christop]; Myers, Richard Ernest II [/o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=0d393d810af1435d9992984aede7ba76-Richard E M]; Gilleskie, Donna B [/o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=c896d67116984050bdd50cd51121bfb3-Donna B Gil]; Lundberg, Christian O [/o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=f0daf07b0d9c454781a086b7655aad61-Christian O]; rpbryan ; 'cgduckett@battleandassociates.com' [cgduckett@battleandassociates.com]; 'farr.curlin@duke.edu' [farr.curlin@duke.edu]; 'Paul.Carrese@asu.edu' [Paul.Carrese@asu.edu]; RPG Assistant [rpgasst@Princeton.EDU]
CC: Cline, Alexis L [/o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=ef59890ca64a4e9f9869271431da4348-Alexis L CI]
Subject: RE: Draft Agenda and Biographies

Dear Chris:

The statement that Cornel and I put out together is this one: <https://jmp.princeton.edu/statement>.

Robby

From: Clemens, J. Christopher <clemens@physics.unc.edu>
Sent: Wednesday, April 24, 2019 11:31 AM
To: Myers, Richard Ernest II <rmyers@email.unc.edu>; Gilleskie, Donna B <donna_gilleskie@unc.edu>; Lundberg, Christian O <clundber@email.unc.edu>; rpbryan; 'cgduckett@battleandassociates.com' <cgduckett@battleandassociates.com>; 'farr.curlin@duke.edu' <farr.curlin@duke.edu>; 'Paul.Carrese@asu.edu' <Paul.Carrese@asu.edu>; Robert P. George <rgeorge@Princeton.EDU>; RPG Assistant <rpgasst@Princeton.EDU>
Cc: Cline, Alexis L <alexis@unc.edu>
Subject: Re: Draft Agenda and Biographies

Dear friends,

Thank you all for a very productive telephone call on Monday. As a follow-up I have made a doodle poll for our meeting in the fall semester. Each time slot is an afternoon and the following morning. Please fill it out within the next two weeks if you can.

<https://doodle.com/poll/c2rzw3c5bu4itq3z>

I am also copying a link to the statement that Robby mentioned here:

<https://jmp.princeton.edu/think-for-yourself-statement>

You will see that a number of our faculty signed it this past year.

Finally, I have looked into the history of other programs that faculty have formed on campus and they often prepare a set of ready answers to common questions that may come up. Please find attached a draft version of a "frequently asked questions" document. It is not meant to be a full description of the program as we still have to write that, but I want this to be available in some form as we move forward in case questions arise.

I will be in touch over the summer with more draft documents and information about the committee charge as we prepare for the August/September meeting and the external search.

Best regards,
Chris

*J. Christopher Clemens
Senior Associate Dean for Research and Innovation
Jaroslav Folda Distinguished Professor of Physics and Astronomy
205 South Building CB# 3100
Chapel Hill, NC 27599
Phone: (919) 962-1165*

Message

From: RPG Assistant [rpgasst@Princeton.EDU]
Sent: 4/18/2019 11:57:58 AM
To: Clemens, J. Christopher [/o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=1e9a30c351e74258bd75bea1eb62c71a-J. Christop]
CC: RPG Assistant [rpgasst@Princeton.EDU]; Robert P. George [rgeorge@Princeton.EDU]
Subject: Re: phone call with Robby George
Importance: High

Dear Chris,

Is there a phone number Robby is supposed to call into for the 4:00 p.m. meeting scheduled for Monday, April 22nd? Or, will you be calling Robby? If your plan is to call Robby – you can reach him on **609-658-4510**. Please let me know.

Thanks - Jane

Jane Hale
Executive Assistant to Robert P. George
Princeton University / Politics Department
112 Fisher Hall
Princeton, NJ 08544-1012
Tele: 609-445-5092
Email: rpgasst@princeton.edu

From: "Clemens, J. Christopher" <clemens@physics.unc.edu>
Date: Thursday, April 11, 2019 at 8:50 AM
To: "Myers, Richard Ernest II" <rmyers@email.unc.edu>, "Gilleskie, Donna B" <donna_gilleskie@unc.edu>, "Lundberg, Christian O" <clundber@email.unc.edu>, rpbryan "cgduckett@battleandassociates.com" <cgduckett@battleandassociates.com>, "farr.curlin@duke.edu" <farr.curlin@duke.edu>, Paul Carrese <Paul.Carrese@asu.edu>, "Robert P. George" <rgeorge@Princeton.EDU>, RPG Assistant <rpgasst@Princeton.EDU>
Cc: "Cline, Alexis L" <alexis@unc.edu>
Subject: Re: phone call with Robby George

Dear friends,

The email is to confirm our call with Robby George for Monday April 22, at 4:00 p.m. For those on campus we will meet in 105 South Building. Alexis will send a meeting request and call in numbers for those participating by telephone. Early next week I will send an agenda.

I will also ask Alexis to put together a document with short bios for each of you. If you have a paragraph and a picture you prefer to include please send to her, otherwise we improvise using the web :-)

Thanks,
Chris

*J. Christopher Clemens
Senior Associate Dean for Natural Sciences*

*Jaroslav Folda Distinguished Professor of Physics and Astronomy
205 South Building CB# 3100
Chapel Hill, NC 27599
Phone: (919) 962-1165*

From: Clemens, J. Christopher
Sent: Friday, April 5, 2019 5:50 PM
To: Myers, Richard Ernest II; Gilleskie, Donna B; Lundberg, Christian O; rpbryan.
cgduckett@battleandassociates.com; farr.curlin@duke.edu
Cc: Black, Will
Subject: phone call with Robby George

Dear friends,

We are trying to schedule a telephone call with Robby George. Please help by completing the doodle poll below.

<https://doodle.com/poll/nd8iqh43skc92n73>

I have included a copy of a flyer made up by development, and a rough draft of some talking points for the new program. Please let me know if you have any questions.

Thanks,
Chris

*J. Christopher Clemens
Senior Associate Dean for Natural Sciences*

*Jaroslav Folda Distinguished Professor of Physics and Astronomy
205 South Building CB# 3100
Chapel Hill, NC 27599
Phone: (919) 962-1165*

Message

From: Guskiewicz, Kevin M [/O=EXCHANGELABS/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=458353A661564A7596BD0115E3A5C5F1-KEVIN M GUS]
Sent: 3/30/2018 12:28:47 PM
To: Clemens, J. Christopher [/o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=1e9a30c351e74258bd75bea1eb62c71a-J. Christop]
Subject: RE: New Center at UNC

Ok. Thanks....I have a meeting with Carol and Bob on Tuesday.

Kevin Guskiewicz, PhD
Dean, College of Arts & Sciences
Kenan Distinguished Professor
Department of Exercise and Sport Science
919.962.3082
asdean@unc.edu

From: Clemens, J. Christopher
Sent: Friday, March 30, 2018 1:28 AM
To: Guskiewicz, Kevin M <gus@email.unc.edu>
Subject: Fw: New Center at UNC

Answer from Paul. They had one hardworking consultant and paid \$60K. We may wish to rethink the amount in light of this, or not if we distribute the work.

*J. Christopher Clemens
Senior Associate Dean for Natural Sciences
Jaroslav Folda Distinguished Professor of Physics and Astronomy
205 South Building CB# 3100
Chapel Hill, NC 27599
Phone: (919) 962-1165*

From: Paul Carrese <Paul.Carrese@asu.edu>
Sent: Thursday, March 29, 2018 7:54 PM
To: Clemens, J. Christopher
Subject: RE: New Center at UNC

Hello Chris,

Sorry for the tardy reply on the one information item you requested from me – regarding a stipend or some form of pay for board members. As it turns out, only one national board member really jumped in with both feet; he offered to undertake fundamental thinking and planning about this new department; and so my dean worked out an arrangement where that one member was paid a consultant fee of \$60,000 for six months of consulting conversations with ASU leaders, research about any analogous departments or programs, and writing the mission statement.

If you designed a different concept for the board – had a chair (as you mentioned) and set an expectation of concrete contributions from the four national members – then it would make sense to formulate a different concept for providing a stipend or consultant fee.

I very much enjoyed our conversation, and I hope you'll keep me posted on developments and pose any questions you would like.

With best regards,

Paul

Paul Carrese
Director and Professor
School of Civic and Economic Thought and Leadership
Arizona State University
pcarrese@asu.edu
<https://scetl.asu.edu/>
Inspiring Leadership and Statesmanship for the Common Good

From: Clemens, J. Christopher [<mailto:clemens@physics.unc.edu>]
Sent: Sunday, March 25, 2018 7:22 PM
To: Paul Carrese <Paul.Carrese@asu.edu>
Cc: Strizheus, Yulia <ystrizh@email.unc.edu>
Subject: Re: New Center at UNC

I've put down Tuesday at 4:30. Please let me know the best number to call.

I spoke to Robbie George today as well, since his week was too busy to fit me in. I'll catch you up when we talk.

Chris

J. Christopher Clemens
Senior Associate Dean for Natural Sciences
Jaroslav Folda Distinguished Professor of Physics and Astronomy
205 South Building CB# 3100
Chapel Hill, NC 27599
Phone: (919) 962-1165

From: Paul Carrese <Paul.Carrese@asu.edu>
Sent: Sunday, March 25, 2018 6:01 PM
To: Clemens, J. Christopher
Cc: Strizheus, Yulia
Subject: RE: New Center at UNC

Hello Chris,

This is good news, and I would be very glad to talk this week. On Monday I am free from (all times are eastern) 11 a.m. to noon, then 2:30 to 4:30 pm. On Tuesday, 12:30 to 2 p.m., then 4:30 to 6 pm.

If none of those windows works for you, I can look at Wednesday and the rest of the week.

It sounds like UNC Chapel Hill is going with the model of a center, not a new department? And there will be at least one new faculty line – for a director. I would hope there would be other new faculty lines as well, to give the program some ballast of its own. At any rate, I am happy to talk and offer my two cents.

With best regards,

Paul

Paul Carrese
Director and Professor
School of Civic and Economic Thought and Leadership
Arizona State University
pcarrese@asu.edu
<https://scetl.asu.edu/>
Inspiring Leadership and Statesmanship for the Common Good

From: Clemens, J. Christopher [<mailto:clemens@physics.unc.edu>]
Sent: Sunday, March 25, 2018 6:43 AM
To: Paul Carrese <Paul.Carrese@asu.edu>
Cc: Strizheus, Yulia <ystrizh@email.unc.edu>
Subject: New Center at UNC

Dear Paul,

Thank you for the time you spent with us in our visit to ASU last month. We have started to move forward with plans here. I have been asked by our dean, Kevin Guskiewicz, to prepare a budget and a plan for forming a steering committee of internal and external experts to write a mission statement and recruit a director for our new center supporting viewpoint diversity. I would like to have a short (maybe 30 minute) conversation this week if you are available. My goal would be to make sure that we don't miss any key people or functions in the 6-9 month planning phase.

I have copied my assistant Yulia in hopes ttah she can find a mutually agreeable time.

Thanks,
Chris

J. Christopher Clemens
Senior Associate Dean for Natural Sciences
Jaroslav Folda Distinguished Professor of Physics and Astronomy
205 South Building CB# 3100
Chapel Hill, NC 27599
Phone: (919) 962-1165

Message

From: Farr Curlin, M.D. [farr.curlin@duke.edu]
Sent: 6/21/2019 7:25:52 PM
To: Clemens, J. Christopher [/o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=1e9a30c351e74258bd75bea1eb62c71a-J. Christop]
Subject: Re: Important News

grateful for you, Chris

Farr Curlin
Duke University

(Sent from my iphone)

On Jun 21, 2019, at 3:51 PM, Clemens, J. Christopher <clemens@physics.unc.edu> wrote:

Dear friends,

First, I would like to welcome Professor Molly Worthen of the history department to our group. Molly is a historian of American religion and a journalist whose work you may have seen in the New York Times.

Second, I would like to make everyone aware that I will present our program to the Faculty Executive Committee next Tuesday, assisted by Rich Myers, Larry Grossberg, and perhaps Donna Gilleskie. The local chapter of the AAUP circulated an email of concern to some faculty and there may be media present at the meeting. We are well prepared to address the questions they have, but I did not want anyone to be surprised if they heard something after the meeting.

I'll report back after the meeting to update everyone.

Chris

You're receiving this message because you're a member of the Program in Civic Virtue and Civil Discourse group from University of North Carolina at Chapel Hill. To take part in this conversation, reply all to this message.

[View group files](#) | [Leave group](#) | [Learn more about Office 365 Groups](#)

Message

From: Duckett, Chuck [/O=EXCHANGELABS/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=D42915AEF8014BC4896B876CF0D6ECF0-MR CHARLES]
Sent: 6/6/2019 10:19:45 AM
To: Clemens, J. Christopher [/o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=1e9a30c351e74258bd75bea1eb62c71a-J. Christop]
Subject: RE: Free Expression at UNC
Attachments: 20190605141424345.pdf

Good piece attached Chris. Hope you are well. Best, Chuck

From: Clemens, J. Christopher <clemens@physics.unc.edu>
Sent: Thursday, May 30, 2019 11:03 AM
To: Program in Civic Virtue and Civil Discourse <programincivicvirtueandcivildiscourse@office.unc.edu>
Subject: Free Expression at UNC

As background for our work, I thought you might enjoy reading this report on free expression at UNC from our Center for Media Law and Policy

<https://medialaw.unc.edu/wp-content/uploads/2019/05/UNCCampusFreeExpressionReport2019.pdf>

*J. Christopher Clemens
Senior Associate Dean for Research and Innovation
Jaroslav Folda Distinguished Professor of Physics and Astronomy
205 South Building CB# 3100
Chapel Hill, NC 27599
Phone: (919) 962-1165*

Townhall

JUNE 5, 2019

Colleges Committed to Ideological Diversity

Walter E. Williams

6/4/2019 12:01:00 AM - Walter E. Williams

When you send your youngster off to college, you might not mind that they will have to walk on eggshells, respect taboos, snitch on fellow students for politically incorrect jokes and learn to use ad hominem arguments as a means to attack ideas they find "disagreeable." If that's your preference, you can choose from a wide variety of America's top-ranked colleges. If you want to send your youngster to colleges that are seriously committed to civil and diverse debate, pick up a copy of the June 2019 edition of Reason magazine for some guidance.

Professors Debra Mashek and Jonathan Haidt authored "10 Colleges Where You Won't Have to Walk on Eggshells." Mashek and Haidt are, respectively, faculty members of Harvey Mudd College and New York University. Haidt is the co-founder of the Heterodox Academy and Mashek is its executive director. Heterodox Academy is nonpartisan and boasts a membership of more than 2,500 faculty and college administrators who advocate for open inquiry and civil disagreement on college campuses and in academic disciplines.

The Mashek and Haidt article discusses 10 colleges in alphabetical order. Among them is Chapman University, whose president, Daniele Struppa, is "an outspoken advocate of academic freedom and freedom of speech." Struppa has little tolerance for the political correctness so prevalent at most of the nation's colleges.

The University of Chicago has set the gold standard on free speech and open inquiry. In 2014, it created its "Statement on Principles of Free Expression" (aka the Chicago Principles). Those principles provide the framework for thinking about the importance of dissent as well as the role of the university for establishing the platform for debate. University of Chicago president Robert Zimmer says, "We have an obligation to see that the greatest variety of perspectives is brought to bear on issues before us as scholars and citizens." The Chicago Principles, or substantially similar ones, have been adopted by 55 schools across the nation. In June 2018, the University of Chicago received Heterodox Academy's Institutional Excellence Award in recognition of its stellar culture and support for open inquiry.

Other colleges listed in the Mashek and Haidt article, where students won't have to walk on eggshells include Arizona State University, Claremont McKenna College, Kansas State University, Kenyon College, Linn-Benton Community College, St. John's College, University of Richmond and Purdue University. It's worth noting that Mitch Daniels is president of Purdue University and former two-term governor of the state of Indiana. Daniels and his interim provost Jay Akridge wrote this message to the Purdue community: "At Purdue, we protect and promote the right to free and open inquiry in all matters and guarantee all members of the University community the broadest possible latitude to speak, write, listen, challenge, and learn."

In my opinion, it is truly a tragic state of affairs when free speech and free inquiry require protection at most institutions of higher learning. Indeed, it has been freedom in the marketplace of ideas that has made the United States, as well as other western nations, leaders in virtually every area of human endeavor. A monopoly of ideas is just as dangerous as a monopoly in other areas of our lives such as monopoly in political power and the production of goods and services.

At the end of Professors Mashek's and Haidt's article, they come up with a few suggestions for parents. Visit the Foundation for Individual Rights in Education website to find out about a particular college's agenda to suppress free speech. By all means, check out the Heterodox Academy website. Search the college's website for terms such as "open inquiry," "freedom of expression" and "free speech." Examine the college's calendar of events to see whether speakers with diverse opinions are invited. Visit the campus. Talk with actual students about their experiences. In this article, Mashek and Haidt give specific questions to ask. I'd add to their list of things to do on a campus visit: Talk to the local police, bartenders and hospital people about the college. They might give you insights that an admissions officer would choose to keep hidden.

Walter E. Williams is a professor of economics at George Mason University.

Message

From: Farr Curlin, M.D. [farr.curlin@duke.edu]
Sent: 5/30/2019 11:03:36 AM
To: Clemens, J. Christopher [/o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=1e9a30c351e74258bd75bea1eb62c71a-J. Christop]
Subject: Automatic reply: Free Expression at UNC

I am out of the office until Monday, June 3. I will catch up on emails as soon as possible after my return.

Message

From: Farr Curlin, M.D. [farr.curlin@duke.edu]
Sent: 5/29/2019 9:21:51 PM
To: Cline, Alexis L [/o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=ef59890ca64a4e9f9869271431da4348-Alexis L Cl]
CC: Clemens, J. Christopher [/o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=1e9a30c351e74258bd75bea1eb62c71a-J. Christop]
Subject: Re: attached letter

Thank you Alexis.

--

Farr Curlin, MD | Josiah C Trent Professor of Medical Humanities | Co-Director, Theology, Medicine, and Culture Initiative | Director, Arete Initiative | Duke University

From: "Cline, Alexis L" <alexis@unc.edu>
Date: Wednesday, May 29, 2019 at 9:55 AM
To: Farr Curlin <farr.curlin@duke.edu>
Cc: "Clemens, J. Christopher" <clemens@physics.unc.edu>
Subject: attached letter

Hi Dr. Curlin,

Please see attached letter from Dean Terry Rhodes. Hard copy will be mailed to you as well. Thanks

Alexis

Alexis Cline
Executive Assistant to the Dean
College of Arts and Sciences
UNC Chapel Hill
205 South Building, CB 3100
Chapel Hill, NC 27599
919-962-3082
alexis@unc.edu

Message

From: Cline, Alexis L [/O=EXCHANGELABS/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=EF59890CA64A4E9F9869271431DA4348-ALEXIS L CL]
Sent: 5/29/2019 9:51:42 AM
To: farr.curlin@duke.edu [/o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=7c16eab996bd476aa98a1b6eec91a7c7-Guest_5e2b0]
CC: Clemens, J. Christopher [/o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=1e9a30c351e74258bd75bea1eb62c71a-J. Christop]
Subject: attached letter
Attachments: Curlin letter.pdf

Hi Dr. Curlin,

Please see attached letter from Dean Terry Rhodes. Hard copy will be mailed to you as well. Thanks

Alexis

Alexis Cline
Executive Assistant to the Dean
College of Arts and Sciences
UNC Chapel Hill
205 South Building, CB 3100
Chapel Hill, NC 27599
919-962-3082
alexis@unc.edu



THE UNIVERSITY
of NORTH CAROLINA
at CHAPEL HILL

OFFICE OF THE DEAN

205 SOUTH BUILDING
CAMPUS BOX 3100
CHAPEL HILL, NC 27599-3100

T 919.962.1165
F 919.962.2408
college.unc.edu

May 29, 2019

Professor Farr A. Curlin, M.D.,
William James Hall, Sixth Floor
33 Kirkland Street
Cambridge, MA 02138

Dear Dr. Curlin,

On behalf of the University North Carolina, the College of Arts & Sciences, and Senior Associate Dean J. Christopher Clemens, I am delighted that you have agreed to help us launch our new Program in Civic Virtue & Civil Discourse at UNC.

For your service as member of the advisory committee to the program, you will receive an honorarium of \$5,000. We will also pay travel expenses for any trips to Chapel Hill that may be required as part of your work on the committee. The advisory committee you will serve on will help develop the mission of our new program, give shape to its activities, and assist UNC with a national search for intellectual and operational leadership.

We have set the first meeting of the advisory committee to be in Chapel Hill on August 21-22, 2019, at which time we will establish the schedule for the remainder of the committee's work. I know we will be well-served by your leadership as we launch this important new effort. Please let Chris or me know if you have any questions or would like to discuss any further details.

Sincerely,

Terry Ellen Rhodes, D.M.A.
Dean, College of Arts and Sciences

Message

From: Paul Carrese [Paul.Carrese@asu.edu]
Sent: 4/9/2019 11:26:36 AM
To: Clemens, J. Christopher [/o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=1e9a30c351e74258bd75bea1eb62c71a-J. Christop]
CC: Strizheus, Yulia [/o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=618c3a1e8b1e40c39cc52a9d155bc73c-ystrizh]
Subject: Center at UNC
Attachments: SCETL Brief Glance Feb 2019.pdf; Profile of SCETL NOVEMBER 2018.pdf
Flag: Flag for follow up

Dear Chris,

Thanks for the message you left on Friday on my office voicemail. I apologize for the tardy reply. I just left a voice message on your cell. I was at a conference through Sunday afternoon, and was catching up yesterday.

Congratulations on moving to the next stage with a Center. I look forward to hearing about it. Yes, I would be happy to serve on an advisory board, and I am glad to hear that Robby will be on the board as well. I am travelling again as of Thursday morning; so I hope we could talk later today or tomorrow. Indeed, on my travels I should be seeing Robby Friday night and Saturday at a conference in Chicago.

Attached are two updated profiles of our department at ASU – one with pictures, one with more text.

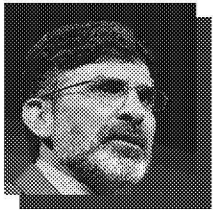
With best regards,

Paul

Paul Carrese
Director and Professor
School of Civic and Economic Thought and Leadership
Arizona State University
pcarrese@asu.edu
<https://scetl.asu.edu/>
Inspiring Leadership and Statesmanship for the Common Good

Preparing a New Class of Leaders

The School of Civic and Economic Thought and Leadership is committed to providing a new and unique brand of leadership education for a new class of leaders in politics, business and civic life. An interdisciplinary and academically rigorous liberal arts curriculum – combining important lessons from the past with experiences in the 21st century – equips students with the knowledge, skills and judgment to address contemporary challenges through a traditional lens.



Inspiring leadership and statesmanship for the common good

Dr. Paul Carrese, founding Director of the School of Civic and Economic Thought and Leadership, is a career academic and Rhodes Scholar who has held fellowships at Harvard and Princeton. He was also a Fulbright fellow at Delhi University. His publications address the foundations of liberal democracy in America, American grand strategy and leadership.

Degree Programs

The school's degree programs examine broad and fundamental concepts and questions across human civilization and the challenges of leadership and statesmanship in the 21st century world. Coursework is augmented by an internship experience, access to world-class scholars and intellectuals in the public affairs and speakers program, and contact with visiting Fellows. This program prepares students for graduate school, to compete for prestigious graduate scholarships and for leadership roles in the public and private sectors. Students may choose to major or minor in civic and economic thought and leadership.

The **BA program in civic and economic thought and leadership** inspires and prepares the next generation of leaders through transdisciplinary study in political philosophy, economic thought, political and intellectual history and American political thought and constitutionalism. This is combined with practical leadership experiences and the study of leadership and statesmanship.

The upcoming **MA program in classical liberal education and leadership** provides an immersive encounter with primary texts of philosophy, literature, politics, mathematics and science. Texts illuminate the themes of practical wisdom as well as pedagogical, civic and political leadership. Courses are taught using the Socratic method in order to maximize student interaction with course texts, and provide classical educators with the pedagogical skills needed to succeed.

Visit scetl.asu.edu/degrees.

Civic Leadership Institute



This summer program is a one-week, intensive residential seminar for rising sophomore, junior and senior high school students hosted by the School of Civic and Economic Thought and Leadership. This year, participants will choose from two concentrations:

Constitutional Rights and Liberties

Explore the rights and freedoms guaranteed by the Constitution, such as the freedom of speech, freedom of the press, freedom of religion, the right to keep and bear arms, due process of law and equal protection of the laws.

Abraham Lincoln and American Principles

Engage the political thought, speeches and statesmanship of Abraham Lincoln to explore the fundamental American principles embodied in the U.S. Declaration of Independence and Constitution such as liberty, equality, constitutionalism and democracy.

This program is free and all inclusive!

Contact **Susan Kells** at susan.kells@asu.edu to learn more and apply.

Civic Education Classics

The School of Civic and Economic Thought and Leadership, in cooperation with Hayden Library staff, has begun to build a Civic Education Classics collection of rare books and manuscripts intended to support the school's mission of civic education through use in classroom environments and public programming. Civic education requires engagement with great ideas and great debates in political and economic theory. The classic texts in this collection offer a valuable look into the foundations of fundamental American ideals.

Schedule a class visit or learn more by contacting
Dr. Adam Seagrave at Adam.Seagrave@asu.edu.

Global Intensive Experiences

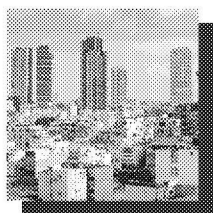
Every year, our faculty lead students on two Global Intensive Experiences focusing on service and leadership in some of the world's most important liberal democracies. Through these field opportunities, supported by classroom study, our students explore the connections between their curriculum and a contemporary global context.

India



In this leadership practicum, 12 students learn and serve in rural and urban India over 12 days. Our students, guided by two faculty from the School, engage with leaders in India's cultural, religious, political and economic sectors and interact with students at Delhi University through peer-to-peer workshops. They also hone their leadership skills through a 5-day service collaboration with Barefoot College, our NGO partner.

Israel/West Bank



During this experience, 12 students and two faculty from the School use tools learned during the academic year to listen and learn from Israelis and Palestinians of divergent views and narratives on religious, cultural, historical and political issues. At sites focused in Tel Aviv, East and West Jerusalem and Bethlehem, we practice servant leadership in a variety of contexts. Students are called upon to "see through the eyes of the other" as they practice and promote civil dialogue in a polarized region.

Visit scetl.asu.edu/content/study-abroad.

Internships

The school requires students pursuing a Major to participate in an internship experience, while students with Minors are encouraged to do so. Students are supported in pursuing internships both locally, at the state level, in Washington, D.C. or internationally, in order to acquire the experience, skills and knowledge needed to become successful leaders in their chosen fields.

Contact **Carol McNamara** at Carol.Mcnamara@asu.edu to learn more.

Public Programs



Each year, the school, together with university partners, the Walter Cronkite School of Journalism and Mass Communication and the Sandra Day O'Connor College of Law, invites thought leaders from around the country to present a variety of perspectives on a timely civic theme. Students get front-row access to some of the world's most influential thinkers discussing and debating some of today's most critical issues.

This year's theme seeks to explore the polarized and compartmentalized intellectual climate on American campuses and how this mirrors and contributes to similar maladies in American civic life. To examine the problem and begin to discuss possible solutions, the school is hosting a lecture series and Spring conference entitled "Polarization and Civil Disagreement: Confronting America's Civic Crisis."

Visit scetl.asu.edu/events.

Arizona Constitution Project

The Arizona Constitution Project, undertaken by the school's Center for Political Thought and Leadership and in collaboration with the Quill Centre at Pembroke College in the University of Oxford, will allow citizens and scholars alike to better understand Arizona's unique contribution to constitutional democracy. Arizona's Constitution is a reflection of the state's deep history, changing alongside the state itself. It is uniquely responsive to citizens' wishes and has always reflected the flinty spiritedness of Arizona itself. The Living Repository project aims to bring this story alive.

Contact the Project Director, **Sean Beienburg**, at sbeienbu@asu.edu.

A Profile of SCETL at ASU: Preparing a New Class of Leaders

Background: ASU developed the School of Civic & Economic Thought and Leadership (SCETL) in 2016, with funding from the State Legislature, as an academically rigorous and interdisciplinary department preparing the next generation of national and international leaders. The university formed a national advisory board of scholars from Stanford, Harvard, and Notre Dame to guide the strategic plan and mission. More information is at <https://scetl.asu.edu/>.

Mission: SCETL's blend of classical liberal arts education with experiential learning prepares students to become leaders. Students confront diverse views on political, economic, and moral philosophy, American political ideals, statesmanship, and entrepreneurship. A broad curriculum – combining important lessons from the past with experiences in the 21st century – equips students with knowledge, skills, and judgment to address challenges they'll face in the future.

Director: Dr. Paul Carrese is a career academic and Rhodes Scholar, has held fellowships at Harvard and Princeton, and was a Fulbright fellow at Delhi University. His publications address the foundations of liberal democracy and America, American grand strategy, and leadership.

Curriculum: The ASU Faculty Senate and Provost, and AZ Board of Regents, approved a B.A. and a Minor in "Civic and Economic Thought and Leadership" to begin Fall 2018.

SCETL's innovative curriculum reunites civic education and liberal education, embracing classic ideas from the West and beyond: students prepare for leadership by discussing the kinds of ideas and judgments they will face in professional life and as engaged citizens. They study history, philosophy, American political ideals, political economy, and the elements of an innovative and entrepreneurial society; they encounter Greece, Rome, the American Founding, but also Jewish, Christian, and Islamic thought and courses on "Women in Political Thought & Leadership" and on political ideals in Islam, Hinduism, and Confucianism. SCETL hosted talks in its inaugural year on Islamic philosophy and the experience of the Holocaust, and led an experiential-learning & leadership course in India to encounter the world's largest liberal democracy and support education in rural communities. 2018-19 features an experiential leadership course in Israel and the West Bank, an extended leadership and service course in India, and a new version of our intensive summer seminar on Shakespeare and Leadership.

Centers: The School houses two centers: the Center for Study of Economic Liberty, now co-sponsored by the W.P. Carey School of Business and SCETL; and the Center for Political Thought and Leadership, formerly in the School of Historical, Philosophical, & Religious Studies. The centers undertake research and public programs. They are funded by donors and by ASU. Funds for the centers and SCETL are kept separate, and donors do not steer hiring or research.

Center for the Study of Economic Liberty

CSEL's research and public programs evaluate the contribution of economic liberty to human betterment. Dr. Ross Emmett as the new Director has launched a "Perspectives on Economic Liberty" speaker series with leading political economists; the "Doing Business in North America" multi-year research project to survey regulations and business environment across all the states, provinces, and federal districts/cities of Canada, the U.S., and Mexico; and a political economy research colloquium for ASU faculty from across the university.

Motto: *"Inspiring Leadership and Statesmanship for the Common Good."*

OVER

Center for Political Thought and Leadership

Dr. Adam Seagrave is focusing new research and community outreach programs on civic education and civic leadership, and American political thought. He brought an online journal of political thought, *Starting Points*, to ASU and an online journal for student research, *Compass*; introduced a project on “Race and the American Story” in partnership with two other universities; and is leading a project on the founding of Arizona’s Constitution.

Community Outreach & Civic Education:

SCETL co-sponsors public events with many ASU partners: Walter Cronkite School of Journalism & Mass Communication; Sandra Day O'Connor College of Law; ASU Library; ASU Gammage; Melikian Center for Russian, Eurasian, & East European Studies; Program on Jewish Studies; Council for Arabic & Islamic Studies; Center for the Study of Religion & Conflict.

SCETL and partners promote public debate and *civil* disagreement: In 2017-18 nearly 4,000 people attended our events; our YouTube channel has over 10,000 views. The series on *Free Speech and Intellectual Diversity in Higher Education and American Society* included dialogues on civil disagreement with Harvard’s Cornel West and Princeton’s Robert George, and with former Senators Tom Daschle (D-SD) and Jon Kyl (R-AZ). Middlebury College’s Allison Stanger and Reed College’s Lucía Martínez Valdivia discussed how to engage unpopular views on campus. Other speakers included NYU’s Jonathan Haidt, Harvard’s Harvey Mansfield, Chicago’s Geoffrey Stone, UCLA’s Eugene Volokh, Harvard’s Steven Pinker, Yale’s Robert Post, Berkeley’s Steve Hayward. All SCETL events are at <https://scetl.asu.edu/videos>.

Arizona PBS, edited book, 2018-19 series on polarization: SCETL secured Arizona PBS to produce a series from our 2017-18 program – *Free Speech: Challenge of Our Times*; available on azpbs.org and at <https://scetl.asu.edu/videos/pbs-series>. All the presentations also are being published in a book on free speech and intellectual diversity. Our 2018-19 series *Polarization & Civility: Combatting America’s Civic Crisis* is gathering prominent voices to discuss root causes and remedies, including Jonah Goldberg, Mark Lilla, Patrick Deneen, Ross Douthat, Jonathan Rauch, Nadine Strossen, Danielle Allen, Norman Ornstein, Damon Linker, and Bill Kristol.

Enhancing ASU intellectual resources and Arizona civic education: SCETL joined with the ASU Library to acquire special collections items on the School’s themes, including signed copies of the Rev. Dr. Martin Luther King, Jr.’s 1958 memoir of the Montgomery Bus Boycott, *Stride Toward Freedom*, and *Strength to Love*, a 1963 collection of his sermons; an 1848 printing of the *Seneca Falls Declaration* by Elizabeth Cady Stanton; and a first edition of Frederick Douglass’s autobiographical *Narrative* (1845). These iconic texts, along with first edition copies of *The Federalist Papers* (1788), Adam Smith’s *Wealth of Nations* (1776), and a 1789 printing of Washington’s First Inaugural, inspire conversations about American ideals and civic leadership. SCETL brings these resources to the ASU community and broader public through talks at high schools, retirement communities, and to school field trip groups.

M.A. degree in Classical Liberal Education and Leadership: our first graduate degree offers, for teachers focused on classical curricula, both deeper content and Socratic pedagogy.

SCETL as expert resource for civic education: A new Arizona law names SCETL to advise the State Board of Education on a new “State Seal of Civic Literacy” excellence program. Our faculty are developing curricula to support robust civic education in partnership with K-12 educators. SCETL’s Civic Leadership Institute for high school students, in summer 2018, fostered understanding of constitutional rights and classic American debates in a residential program to prepare informed and engaged civic leaders.

<https://scetl.asu.edu/>; 480-965-0155; Facebook: asuscetl; Twitter & Instagram: ASU_SCETL

Message

From: Farr Curlin, M.D. [farr.curlin@duke.edu]
Sent: 4/7/2019 10:13:35 AM
To: Clemens, J. Christopher [/o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=1e9a30c351e74258bd75bea1eb62c71a-J. Christop]
Subject: Re: phone call with Robby George

Done! thanks

--

Farr Curlin, MD | Josiah C Trent Professor of Medical Humanities | Co-Director, Theology, Medicine, and Culture Initiative | Director, Arete Initiative | Duke University

From: "Clemens, J. Christopher" <clemens@physics.unc.edu>
Date: Sunday, April 7, 2019 at 10:10 AM
To: Farr Curlin <farr.curlin@duke.edu>
Subject: Re: phone call with Robby George

Thanks Farr. It's fun but a little heartburn-inducing sometimes.

Reminding you to do the poll; I don't see your name yet.

Chris

*J. Christopher Clemens
Senior Associate Dean for Natural Sciences
Jaroslav Folda Distinguished Professor of Physics and Astronomy
205 South Building CB# 3100
Chapel Hill, NC 27599
Phone: (919) 962-1165*

From: Farr Curlin, M.D. <farr.curlin@duke.edu>
Sent: Friday, April 5, 2019 9:29 PM
To: Clemens, J. Christopher
Subject: Re: phone call with Robby George

Chris,
This is so cool. You are to be highly commended for steering this to the present point. I'll fill out the poll ASAP (emailing this while in the air, offline).

Farr

--

Farr Curlin, MD | Josiah C Trent Professor of Medical Humanities | Co-Director, Theology, Medicine, and Culture Initiative | Director, Arete Initiative | Duke University

From: "Clemens, J. Christopher" <clemens@physics.unc.edu>

Date: Friday, April 5, 2019 at 5:53 PM

To: "Myers, Richard Ernest II" <rmyers@email.unc.edu>, "Gilleskie, Donna B" <donna_gilleskie@unc.edu>, "Lundberg, Christian O" <clundber@email.unc.edu>, rpbryan "cgduckett@battleandassociates.com" <cgduckett@battleandassociates.com>, Farr Curlin <farr.curlin@duke.edu>

Cc: "Black, Will" <wblack@email.unc.edu>

Subject: phone call with Robby George

Dear friends,

We are trying to schedule a telephone call with Robby George. Please help by completing the doodle poll below.

<https://doodle.com/poll/nd8iqh43skc92n73>

I have included a copy of a flyer made up by development, and a rough draft of some talking points for the new program. Please let me know if you have any questions.

Thanks,

Chris

J. Christopher Clemens

Senior Associate Dean for Natural Sciences

Jaroslav Folda Distinguished Professor of Physics and Astronomy

205 South Building CB# 3100

Chapel Hill, NC 27599

Phone: (919) 962-1165

Message

From: Robert P. George [rgeorge@Princeton.EDU]
Sent: 3/10/2019 1:59:11 PM
To: Rhodes, Terry Ellen [/o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=83a9a057eae7438a91e46dc91c18d3f1-Terry Ellen]
CC: Guskiewicz, Kevin M [/o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=458353a661564a7596bd0115e3a5c5f1-Kevin M Gus]; Clemens, J. Christopher [/o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=1e9a30c351e74258bd75bea1eb62c71a-J. Christop]
Subject: RE: Progress

Dear Terry:

Thanks for your kind note. I'm grateful for, and excited about, the project. It's an honor to be on the team.

Faithfully,

Robby

From: Rhodes, Terry Ellen <RHODES@email.unc.edu>
Sent: Sunday, March 10, 2019 11:13 AM
To: Robert P. George <rgeorge@Princeton.EDU>
Cc: Guskiewicz, Kevin M <gus@email.unc.edu>; Clemens, J. Christopher <clemens@physics.unc.edu>
Subject: FW: Progress

Dear Professor George,

We are honored and delighted that you will continue to help Carolina in progressing this important initiative. I had the pleasure of hearing you speak to UNC's Board of Governors last year (unfortunately, I could not attend your presentation with Cornell West this past autumn at Duke), and we look forward to soon hosting you again here on campus.

Sincerely,

Terry

Terry Ellen Rhodes, Interim Dean
College of Arts and Sciences
205 South Building, CB # 3100
University of North Carolina at Chapel Hill
Chapel Hill, NC 27599-3100

919-962-3082

asdean@unc.edu

From: "Guskiewicz, Kevin M" <gus@email.unc.edu>
Date: March 9, 2019 at 2:41:33 PM CST
To: "Robert P. George" <rgeorge@princeton.edu>
Cc: "Clemens, J. Christopher" <clemens@physics.unc.edu>, "Terry Ellen Rhodes, Interim Dean" <asdean@unc.edu>
Subject: Re: Progress

Dear Robby,

Thanks so much for agreeing to help us move this initiative forward. As interim chancellor, I look forward to working alongside Chris, Terry, and you to make this a success. It will make an impact on our campus.

Best,
Kevin

Sent from my iPhone

On Mar 9, 2019, at 10:58 AM, Robert P. George <rgeorge@princeton.edu> wrote:

Dear Chris:

Thanks for this update.

Congratulations on being named inaugural director of the program in American Values and Civil Discourse. I have no doubt that you will do a fabulous job in building and leading this profoundly important initiative at UNC.

Because it *is* so important, and because I have great confidence in your dedication, skill, and commitment, there is no way I can say anything but yes to your invitation to play the role in the program you and your colleagues have asked me to consider. So please count me as “on board,” on the terms we discussed.

I will, of course, keep the confidential information you shared to myself. I want to say, however, that I’m heartened by it. I’m also heartened by what you report about fund-raising potential for the program.

Terry, may I also congratulate you on your appointment as Interim Dean of Arts and Sciences? I’m delighted to know that you regard the program in American Values and Civil Discourse as a priority. I look forward to working with you and Chris to make the program a success—a nationally recognized success.

UNC is one of our nation’s greatest universities. What happens at your institution matters not only for the community of students and scholars in Chapel Hill, but for all of us. I’m honored that you have invited me to be part of an effort that will, I have no doubt, make a great university even greater.

Yours sincerely,

Robert George

From: Clemens, J. Christopher <clemens@physics.unc.edu>

Sent: Saturday, March 09, 2019 10:16 AM

To: Robert P. George <rgeorge@Princeton.EDU>

Cc: Guskiewicz, Kevin M <gus@email.unc.edu>; Terry Ellen Rhodes, Interim Dean <asdean@unc.edu>

Subject: Progress

Dear Robby,

It was a pleasure to meet with you last month and share our ambitions for a new program at UNC which will be modeled on the Madison Program at Princeton, with some significant structural differences. I am mindful of your time and the conditions you stipulated for agreeing to chair a steering group that would help give intellectual shape to the program we are developing. This email will update you on developments since our last

meeting and begin to satisfy your condition that you do not spend time on things that are going to fail. I agree and feel the same way, so my immediate objectives are to find out what level of success is possible.

A week and a half ago, Provost Bob Blouin named my colleague Terry Rhodes as Interim Dean of Arts and Sciences. I met with her the day after and she reaffirmed that this program in American Values and Civil Discourse will remain a priority for her, as it is for Chancellor Guskiewicz. This week, Terry has asked me to serve as inaugural director of the fledgling program and we have identified a donor-supported budget of \$330K for each of the next three years. I spent last week on a fundraising trip to Palm Beach, Florida, and I see great potential to raise additional funding.

At the same time this is happening, the College is seeking approval of a new general education curriculum that is going to require extensive course development, and there is concern across all departments about securing the resources that will be required in this effort. The curriculum description is here:

<https://ideasinaction.unc.edu/files/2018/11/ideas-action-curriculum-v4.2.pdf> and I invite you to look in particular at the first year courses called Ideas, Information, and Inquiry (triple-I).

My immediate strategy is to develop a well-funded and resourced program with a core of faculty who will participate in the development of these triple-I courses, as well as other elements of the curriculum. The first selection criteria for faculty will be alignment to the intellectual objectives of the program, which is most succinctly stated as "bringing classical intellectual traditions into sustained and rigorous engagement with contemporary thought" and additionally "combining the vigorous pursuit of truth with the forging of deep intellectual friendships." These principles are the same as those animating the Madison Program and others like it. The second criterion will be a passion and talent for teaching undergraduates, particularly early in their careers. I believe we will be able to recruit eight initial faculty internally, although the conversations with these faculty and their chairs are in early stages. In addition, I am in a series of meetings to measure the enthusiasm for recruiting to our campus. Please keep this confidential as I will not contact them until I am sure there is a path forward. I understand from John Rose that they may be willing to entertain outside offers.

The remaining objectives are technical, and involve writing personnel policies and deciding whether formal recognition as a center should be pursued now or later. At the moment we do not envision the program as having a separate curriculum, but rather we will develop courses in service to the new general education curriculum to assist in its success. We intend to offer our college faculty members the chance to be full joint faculty in the program, which means they will hold full tenure both in their respective departments and in the program. We hope the same will be true of new hires into the program.

I hope this sketch of where we are is useful as you consider our offer. I will keep you posted as our plan progresses and especially if any problems develop that might affect your decision, which need not be rushed at this moment.

Regards,
Chris

J. Christopher Clemens
Senior Associate Dean for Natural Sciences

Jaroslav Folda Distinguished Professor of Physics and Astronomy
205 South Building CB# 3100
Chapel Hill, NC 27599
Phone: (919) 962-1165

Message

From: Clemens, J. Christopher [/O=EXCHANGELABS/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=1E9A30C351E74258BD75BEA1EB62C71A-J. CHRISTOP]
Sent: 6/30/2019 10:47:48 PM
To: Robert P. George [/o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=cecbf501ed0b4170b073a7e6ea8a95b6-Guest_b7e4d]
CC: Cline, Alexis L [/o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=ef59890ca64a4e9f9869271431da4348-Alexis L CI]
Subject: Re: Letter and attachments for Cornel West

Excellent! I am copying in Alexis so she can contact him for his W9 etc.

If you send me his email, I'll add him and welcome him to the Outlook group.

Chris

*J. Christopher Clemens
Senior Associate Dean for Research and Innovation
Jaroslav Folda Distinguished Professor of Physics and Astronomy
205 South Building CB# 3100
Chapel Hill, NC 27599
Phone: (919) 962-1165*

From: Robert P. George <rgeorge@Princeton.EDU>
Sent: Sunday, June 30, 2019 10:27 PM
To: Clemens, J. Christopher
Subject: Re: Letter and attachments for Cornel West

Dear Chris:

Cornel has accepted.

Robby

Sent from my Verizon, Samsung Galaxy smartphone

----- Original message -----

From: "Clemens, J. Christopher" <clemens@physics.unc.edu>
Date: 6/30/19 7:11 PM (GMT-05:00)
To: "Robert P. George" <rgeorge@Princeton.EDU>
Subject: Re: Letter and attachments for Cornel West

I approve these changes on Terry's behalf. please go ahead and send with the other materials.

Thanks,
Chris

*J. Christopher Clemens
Senior Associate Dean for Research and Innovation
Jaroslav Folda Distinguished Professor of Physics and Astronomy
205 South Building CB# 3100
Chapel Hill, NC 27599
Phone: (919) 962-1165*

From: Robert P. George <rgeorge@Princeton.EDU>
Sent: Sunday, June 30, 2019 5:31 PM
To: Clemens, J. Christopher
Subject: RE: Letter and attachments for Cornel West

Dear Chris:

Thanks. That explains it!

I've proposed a few revisions to the letter in an effort to make the invitation more appealing to Cornel. It would be absolutely wonderful to have his counsel and support as a member of the committee. He is, obviously, a superb scholar and he is deeply committed to the goals UNC hopes to achieve in the new program.

Best regards,

Robby

From: Clemens, J. Christopher [mailto:clemens@physics.unc.edu]
Sent: Sunday, June 30, 2019 3:44 PM
To: Robert P. George <rgeorge@Princeton.EDU>
Subject: Fw: Letter and attachments for Cornel West

Looks like these accidentally went to the wrong email. Here they are for Cornel.

Chris

*J. Christopher Clemens
Senior Associate Dean for Research and Innovation
Jaroslav Folda Distinguished Professor of Physics and Astronomy
205 South Building CB# 3100
Chapel Hill, NC 27599
Phone: (919) 962-1165*

From: Clemens, J. Christopher
Sent: Thursday, June 27, 2019 9:44 AM
To: rpg@princeton.edu; rpgasst@princeton.edu
Cc: Cline, Alexis L
Subject: Letter and attachments for Cornel West

Dear Robby (and Jane),

Here is a letter of invitation from our Dean for Cornel West to join our board. Robby was going to send it to help persuade him. Let me know if you need anything else.

Chris

*J. Christopher Clemens
Senior Associate Dean for Research and Innovation
Jaroslav Folda Distinguished Professor of Physics and Astronomy
205 South Building CB# 3100
Chapel Hill, NC 27599
Phone: (919) 962-1165*

Message

From: Clemens, J. Christopher [/O=EXCHANGELABS/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=1E9A30C351E74258BD75BEA1EB62C71A-J. CHRISTOP]
Sent: 6/30/2019 7:11:19 PM
To: Robert P. George [/o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=cecbf501ed0b4170b073a7e6ea8a95b6-Guest_b7e4d]
Subject: Re: Letter and attachments for Cornel West
Attachments: Letter to Cornel West 6-26-19_signed.docx

I approve these changes on Terry's behalf. please go ahead and send with the other materials.

Thanks,
Chris

*J. Christopher Clemens
Senior Associate Dean for Research and Innovation
Jaroslav Folda Distinguished Professor of Physics and Astronomy
205 South Building CB# 3100
Chapel Hill, NC 27599
Phone: (919) 962-1165*

From: Robert P. George <rgeorge@Princeton.EDU>
Sent: Sunday, June 30, 2019 5:31 PM
To: Clemens, J. Christopher
Subject: RE: Letter and attachments for Cornel West

Dear Chris:

Thanks. That explains it!

I've proposed a few revisions to the letter in an effort to make the invitation more appealing to Cornel. It would be absolutely wonderful to have his counsel and support as a member of the committee. He is, obviously, a superb scholar and he is deeply committed to the goals UNC hopes to achieve in the new program.

Best regards,

Robby

From: Clemens, J. Christopher [mailto:clemens@physics.unc.edu]
Sent: Sunday, June 30, 2019 3:44 PM
To: Robert P. George <rgeorge@Princeton.EDU>
Subject: Fw: Letter and attachments for Cornel West

Looks like these accidentally went to the wrong email. Here they are for Cornel.

Chris

*J. Christopher Clemens
Senior Associate Dean for Research and Innovation
Jaroslav Folda Distinguished Professor of Physics and Astronomy
205 South Building CB# 3100
Chapel Hill, NC 27599
Phone: (919) 962-1165*

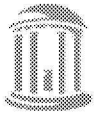
From: Clemens, J. Christopher
Sent: Thursday, June 27, 2019 9:44 AM
To: rpg@princeton.edu; rpgasst@princeton.edu
Cc: Cline, Alexis L
Subject: Letter and attachments for Cornel West

Dear Robby (and Jane),

Here is a letter of invitation from our Dean for Cornel West to join our board. Robby was going to send it to help persuade him. Let me know if you need anything else.

Chris

*J. Christopher Clemens
Senior Associate Dean for Research and Innovation
Jaroslav Folda Distinguished Professor of Physics and Astronomy
205 South Building CB# 3100
Chapel Hill, NC 27599
Phone: (919) 962-1165*



THE UNIVERSITY
of NORTH CAROLINA
at CHAPEL HILL

OFFICE OF THE DEAN

203 SOUTH BUILDING
CAMPUS BOX 3100
CHAPEL HILL, NC 27599-3100

T 919.962.3165
F 919.962.2408
college.unc.edu

June 26, 2019

Professor Cornel West
Harvard Divinity School
45 Francis Avenue,
Cambridge, Massachusetts 02138

Dear Professor West,

On behalf of the University North Carolina, the College of Arts & Sciences, and Senior Associate Dean Chris Clemens, I would like to invite you to participate on the advisory board of a new program we are developing in the College, called the Program in Civic Virtue and Civil Discourse. This program will bring together faculty from all of the divisions of the College of Arts and Sciences and other schools to explore and debate contemporary questions that require broad interdisciplinary approaches to address and that relate to the civic and political engagement of our community of students, teachers, researchers, and scholars. We will approach these questions with humility in a spirit of intellectual friendship, even when they require contesting deeply held ideas and convictions.

Your friend Professor Robert George has agreed to serve as chairman of this board and he has kindly agreed to communicate this invitation to you on my behalf. The work you and he do together and the stance you model in all of your work represents precisely what we are committed to doing in the new program. That is why we would love to have your counsel and participation in this project. Senior Associate Dean of Research and Innovation, Chris Clemens is organizing the effort on campus. I have attached a draft description of the program that has been shared with UNC faculty along with biographical sketches of the other board members we have recruited.

For your service as member of the advisory committee to the program, we offer an honorarium of \$20,000. We will also pay travel expenses for any trips to Chapel Hill that are part of your work on the committee. The advisory committee will help develop the mission of our new program, give shape to its activities, and assist UNC with a national search for intellectual and operational leadership.

We have set the first meeting of the advisory committee to be in Chapel Hill on August 21-22, 2019, at which time we will establish the schedule for the remainder of the committee's work. I do not expect there to be a large number of meetings over the course of the year, perhaps two to three in person and another few phone calls. I fully understand the demands on your time, and recognize that you may need to miss meetings or sometimes participate by phone. Please do not let that prevent you accepting this invitation. Chris or I will be happy to answer any questions you may have. We are excited about the possibility to have you join the board and contribute to the intellectual direction of this effort.

Sincerely,

Terry Ellen Rhodes, D.M.A.
Professor, Music

Interim Dean, College of Arts & Sciences



Message

From: Clemens, J. Christopher [/O=EXCHANGELABS/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=1E9A30C351E74258BD75BEA1EB62C71A-J. CHRISTOP]
Sent: 6/30/2019 3:50:26 PM
To: Robert P. George [/o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=cecbf501ed0b4170b073a7e6ea8a95b6-Guest_b7e4d]
Subject: Re: Letter and attachments for Cornel West

Also, that means you did not get a chance to edit the letter. If you need changes I can do that Monday.

Chris

*J. Christopher Clemens
Senior Associate Dean for Research and Innovation
Jaroslav Folda Distinguished Professor of Physics and Astronomy
205 South Building CB# 3100
Chapel Hill, NC 27599
Phone: (919) 962-1165*

From: Clemens, J. Christopher
Sent: Sunday, June 30, 2019 3:44 PM
To: Robert P. George
Subject: Fw: Letter and attachments for Cornel West

Looks like these accidentally went to the wrong email. Here they are for Cornel.

Chris

*J. Christopher Clemens
Senior Associate Dean for Research and Innovation
Jaroslav Folda Distinguished Professor of Physics and Astronomy
205 South Building CB# 3100
Chapel Hill, NC 27599
Phone: (919) 962-1165*

From: Clemens, J. Christopher
Sent: Thursday, June 27, 2019 9:44 AM
To: rpg@princeton.edu; rpgasst@princeton.edu
Cc: Cline, Alexis L
Subject: Letter and attachments for Cornel West

Dear Robby (and Jane),

Here is a letter of invitation from our Dean for Cornel West to join our board. Robby was going to send it to help persuade him. Let me know if you need anything else.

Chris

*J. Christopher Clemens
Senior Associate Dean for Research and Innovation
Jaroslav Folda Distinguished Professor of Physics and Astronomy
205 South Building CB# 3100
Chapel Hill, NC 27599
Phone: (919) 962-1165*

Message

From: Clemens, J. Christopher [/O=EXCHANGELABS/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=1E9A30C351E74258BD75BEA1EB62C71A-J. CHRISTOP]
Sent: 6/30/2019 3:44:15 PM
To: Robert P. George [/o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=cecbf501ed0b4170b073a7e6ea8a95b6-Guest_b7e4d]
Subject: Fw: Letter and attachments for Cornel West
Attachments: Letter to Cornel West 6-26-19.pdf; PCVCD_advisory_6_25.docx; FAQ_6_24_19.pdf

Looks like these accidentally went to the wrong email. Here they are for Cornel.

Chris

*J. Christopher Clemens
Senior Associate Dean for Research and Innovation
Jaroslav Folda Distinguished Professor of Physics and Astronomy
205 South Building CB# 3100
Chapel Hill, NC 27599
Phone: (919) 962-1165*

From: Clemens, J. Christopher
Sent: Thursday, June 27, 2019 9:44 AM
To: rpg@princeton.edu; rpgasst@princeton.edu
Cc: Cline, Alexis L
Subject: Letter and attachments for Cornel West

Dear Robby (and Jane),

Here is a letter of invitation from our Dean for Cornel West to join our board. Robby was going to send it to help persuade him. Let me know if you need anything else.

Chris

*J. Christopher Clemens
Senior Associate Dean for Research and Innovation
Jaroslav Folda Distinguished Professor of Physics and Astronomy
205 South Building CB# 3100
Chapel Hill, NC 27599
Phone: (919) 962-1165*



THE UNIVERSITY
of NORTH CAROLINA
at CHAPEL HILL

OFFICE OF THE DEAN

205 SOUTH BUILDING
CAMPUS BOX 3100
CHAPEL HILL, NC 27599-3100

T 919.962.1165
F 919.962.2408
college.unc.edu

June 26, 2019

Professor Cornel West
Harvard Divinity School
45 Francis Avenue,
Cambridge, Massachusetts 02138

Dear Professor West,

On behalf of the University North Carolina, the College of Arts & Sciences, and Senior Associate Dean Chris Clemens, I would like to invite you to participate on the advisory board of a new program we are developing in the College, called the Program in Civic Virtue and Civil Discourse. This program will bring together faculty from all of the divisions of the College of Arts and Sciences and other schools to explore and debate contemporary questions that require broad interdisciplinary approaches to address and that relate to the civic and political engagement of our community of students, teachers, researchers, and scholars. We will approach these questions with humility in a spirit of intellectual friendship, even when they require contesting deeply held ideas and convictions. Your friend Professor Robby George has agreed to serve as chairman of this board and our Senior Associate Dean of Research and Innovation, Chris Clemens is organizing the effort on campus. I have attached a draft description of the program that has been shared with UNC faculty along with biographical sketches of the other board members we have recruited.

For your service as member of the advisory committee to the program, we can offer an honorarium of \$20,000. We will also pay travel expenses for any trips to Chapel Hill that may be required as part of your work on the committee. The advisory committee will help develop the mission of our new program, give shape to its activities, and assist UNC with a national search for intellectual and operational leadership.

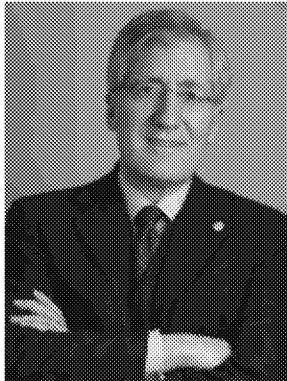
We have set the first meeting of the advisory committee to be in Chapel Hill on August 21-22, 2019, at which time we will establish the schedule for the remainder of the committee's work. I do not expect there to be a large number of meetings over the course of the year, perhaps two to three in person and another few phone calls. Chris or I will be happy to answer any questions you may have. We are excited about the possibility to have you join the board and contribute to the intellectual direction of this effort.

Sincerely,

Terry Ellen Rhodes, D.M.A.
Professor, Music
Interim Dean, College of Arts & Sciences

Biographies for Advisory Committee

Chairman



Robert P. George, McCormick Professor of Jurisprudence, Director, James Madison Program.

Robert P. George is McCormick Professor of Jurisprudence and Director of the James Madison Program in American Ideals and Institutions at Princeton University. He is also frequently a Visiting Professor at Harvard Law School.

In addition to his academic service, Professor George has served as Chairman of the U.S. Commission on International Religious Freedom. He has also served on the President's Council on Bioethics, as a presidential appointee to the United States Commission on Civil Rights, and as the U.S. member of UNESCO's World Commission on the Ethics of Science and Technology.

He is a former Judicial Fellow at the Supreme Court of the United States, where he received the Justice Tom C. Clark Award.

He serves on the boards of the John M. Templeton Foundation Religion Trust, the Lynde and Harry Bradley Foundation, the Ethics and Public Policy Center, the Becket Fund for Religious Liberty, the National Center on Sexual Exploitation, and the Center for Individual Rights, among others.

Professor George is author of *Making Men Moral: Civil Liberties and Public Morality* (Oxford University Press, 1993), *In Defense of Natural Law* (Oxford University Press, 1999), *The Clash of Orthodoxies* (ISI, 2001) and *Conscience and Its Enemies* (ISI, 2013). He is co-author of *Conjugal Union: What Marriage Is* (Cambridge University Press, 2014), *Embryo: A Defense of Human Life* (2nd edition, Doubleday, 2011), *Body-Self Dualism in Contemporary Ethics and Politics* (Cambridge University Press, 2008), and *What is Marriage?* (Encounter, 2012). He is editor of several volumes, including *Natural Law Theory: Contemporary Essays* (Oxford University Press, 1992), *The Autonomy of Law: Essays on Legal Positivism* (Oxford University Press, 1996), *Natural Law, Liberalism, and Morality* (Oxford University Press, 1996), and *Great Cases in Constitutional Law* (Princeton University Press, 2000), and co-editor of the *Cambridge Companion to Natural Law* (Cambridge University Press, 2017).

Professor George's articles and review essays have appeared in the *Harvard Law Review*, the *Yale Law Journal*, the *Columbia Law Review*, the *University of Chicago Law Review*, the *Review of Politics*, the *Review of Metaphysics*, and the *American Journal of Jurisprudence*. He has also written for the *New York Times*, the *Wall Street Journal*, the *Washington Post*, *First Things*, the *Boston Review*, and the *Times Literary Supplement*.

A graduate of Swarthmore College, Professor George holds M.T.S. and J.D. degrees from Harvard University and the degrees of D.Phil., B.C.L., and D.C.L. from Oxford University. He was elected to Phi Beta Kappa at Swarthmore and received a Frank Knox Fellowship from Harvard for graduate study in law and philosophy at Oxford. He holds twenty-one honorary degrees, including doctorates of law, letters, ethics, science, divinity, humane letters, civil law, law and moral values, humanities, and juridical science.

Professor George is a recipient of the United States Presidential Citizens Medal, the Honoric Medal for the Defense of Human Rights of the Republic of Poland, the Bradley Prize for Intellectual and Civic Achievement, the Philip Merrill Award of the American Council of Trustees and Alumni, the Paul Bator Award of the Federalist Society for Law and Public Policy, the Sidney Hook Award of the National Association of Scholars, a Silver Gavel Award of the American Bar Association, the Charles Fried Award of the Harvard Law School Federalist Society, the Irving Kristol Award of the American Enterprise Institute, and Princeton University's President's Award for Distinguished Teaching.

Baylor University has named its new Washington, D.C.-based program the "Robert P. George Initiative in Faith, Ethics, and Public Policy."

External Members



Paul Carrese is founding Director of the School of Civic & Economic Thought and Leadership at Arizona State University, which reconnects liberal education and civic education to prepare leaders for public affairs and civil society. It is the only such department at a major American university, offering undergraduate and graduate degrees and sponsoring an array of programs; see <https://scetl.asu.edu/>. For two decades, Carrese was professor of Political Science at the U.S. Air Force Academy, where he co-founded and directed the Academy's "Great Books" honors program. He has been a Rhodes Scholar at Oxford, a post-doctoral fellow at Harvard, a Fulbright Fellow at Delhi University, and Forbes Visiting Fellow in the James Madison Program, Princeton. He is author of *The Cloaking of Power: Montesquieu, Blackstone, and the Rise of Judicial Activism* (Chicago, 2003, 2013), and *Democracy in Moderation: Montesquieu, Tocqueville, and Sustainable Liberalism* (Cambridge, 2016, 2018), along with many articles and book chapters. He has co-edited John Marshall's *The Life of George Washington* (Liberty Fund, 2001); *Constitutionalism, Executive Power, and the Spirit of Moderation* (SUNY, 2016); and *American Grand Strategy: War, Justice, and Peace in American Political Thought* (Johns Hopkins, forthcoming). Professor Carrese earned two Master's degrees from Oxford, in Politics & Philosophy and in Theology, and a Ph.D. in Political Science from Boston College. He has served on Rhodes Scholarship final selection committees for 25 years, and serves on the advisory board of the Institute for Classical Education, a project of the Great Hearts Academies.



Farr Curlin, Josiah C. Trent Professor of Medical Humanities. Dr. Curlin is a hospice and palliative care physician who joined Duke University in January 2014 where he holds joint appointments in the School of Medicine, including its Trent Center for Bioethics, Humanities & History of Medicine, and in Duke Divinity School, including its Initiative on Theology, Medicine and Culture. He works with Duke colleagues to foster scholarship, study, and training regarding the intersections of medicine, ethics, and religion. After graduating from medical school, he completed internal medicine residency training and fellowships in both health services research and clinical ethics at the University of Chicago before joining its faculty in 2003. Dr. Curlin's empirical research charts the influence of physicians' moral traditions and commitments, both religious and secular, on physicians' clinical practices. As an ethicist, he addresses questions regarding whether and in what ways physicians' religious commitments ought to shape their clinical practices in a plural democracy. Dr. Curlin and colleagues have authored numerous manuscripts published in medicine and bioethics literature, including a *New England Journal of Medicine* paper titled, "Religion, Conscience and Controversial Clinical Practices." He is particularly concerned with the moral and spiritual dimensions of medical practice and the doctor-patient relationship, and with the moral and professional formation of physicians. His areas of expertise are medicine, medical ethics, doctor-patient relationship, religion and medicine, and conscience. At the University of Chicago, Dr. Curlin founded and was co-director of the Program on Medicine and Religion.

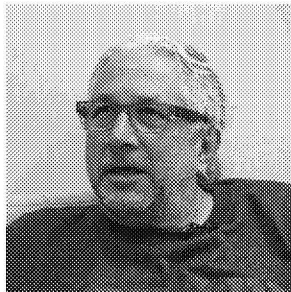


Jacqueline C. Rivers has served as a lecturer at Harvard University and has presented at Princeton University, the University of Notre Dame, the University of Pennsylvania, the American Enterprise Institute, the Vatican, the United Nations and in several other venues. Her latest publication, co-authored with Harvard sociologist Orlando Patterson, appears in the volume The Cultural Matrix. Jacqueline Rivers holds a PhD from Harvard University where she was a Doctoral Fellow in the Multidisciplinary Program in Inequality and Social Policy of the J. F. Kennedy School of Government and a Graduate Research Fellow of the National Science Foundation. She graduated from Harvard Radcliffe College (B.A. *summa cum laude*, Phi Beta Kappa and M.A., both in Psychology).

UNC Faculty Members



Donna Gilleskie is a professor in the Economics Department at the University of North Carolina at Chapel Hill. Her research focuses on the health, health insurance decisions, and medical care utilization of individuals and how these behaviors impact employment decisions and subsequent health. She was awarded the international Health Economics Association's Kenneth Arrow Award for the best published paper on health economics in 1998 (*Econometrica*, 1998).



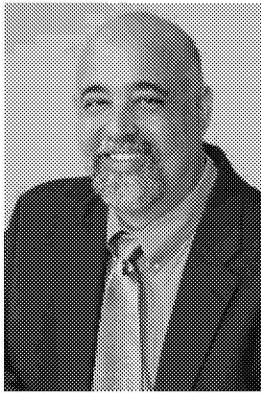
Lawrence Grossberg is the Morris Davis Distinguished Professor of Communication. He is from New York, where he attended Stuyvesant High School. He majored in Philosophy and Intellectual History (advisor Hayden White) at the University of Rochester. He studied with Stuart Hall at the Centre for Contemporary Cultural Studies in Birmingham England, and then completed his Ph.D. with James Carey at the University of Illinois at Urbana-Champaign. After teaching at Purdue for a year, and Illinois for almost twenty, he moved to UNC- Chapel Hill in 1994 to help develop cultural studies in the department and as an interdisciplinary program. He has advised over 50 doctoral students, winning awards for scholarship, teaching and mentoring, from the International Communication Association, the National Communication Association, the Association for Cultural Studies and UNC. He has written about modern and contemporary philosophy, the project of cultural studies, interdisciplinarity, the nature of value and of modernity, and more empirically, about U.S. popular music and youth culture, the changing conditions of children in the U.S., and post-war U.S. political culture, including the rise of new forms of conservatism, and the state of progressive oppositional struggles.



Christian Lundberg, Associate Professor in Communication and Co-Director of the University Program in Cultural Studies. Lundberg's teaching and research interests include theories of the public and public discourse, public speaking, rhetorical theory, debate and deliberation, critical theory, and Cultural Studies. Dr. Lundberg also teaches the First Year Seminar "*Think, Speak, Argue*," which focuses on debate and public speaking skills as pedagogical tools and as critical components of democratic life.

Lundberg's current research focuses on theories of the public as a social and discursive form, and on the animating principles for public discourses and identities. In addition, he has written a number pieces that unpack forms of discourse constituting specific publics, with special attention to the intersection between publics and religious discourse in Islam and Evangelical Christianity.

At the level of specific practices of public discourse and pedagogy, his work focuses on rhetorical theory, and on debate and public speaking as critical democratic forms.



Richard E. Myers, Henry Brandis Distinguished Professor of Law is a native of Kingston, Jamaica. Myers was a Chancellors Scholar at the UNC School of Law, where he graduated with high honors in 1998. Upon graduation from law school, he clerked in Washington, D.C., for the Hon. David Sentelle on the United States Court of Appeals for the D.C. Circuit, and then entered private practice as a litigator for O'Melveny & Myers, LLP, in Los Angeles California. After two years with the White Collar Criminal Law and Environmental and regulatory Compliance Practice Group, he left private practice in January 2002 to become an Assistant United States Attorney in the Central District of California. In September, 2002, he transferred to the Eastern District of North Carolina in Raleigh, where he prosecuted white collar and violent crimes, and headed the district's Violent Crimes Task Force for Wilmington and New Hanover and Pender Counties.

Myers joined the UNC Law School faculty in July 2004. He teaches Criminal Law, Criminal Procedure, Ethics, and a seminar on White Collar Crime.



Sarah A. Treul is a Bowman and Gordon Gray Term Professor of political science at UNC. She specializes in American political institutions, with an emphasis on the U.S. Congress. She earned her B.A. in Political Science and Psychology from Wellesley College and her M.A. and Ph.D. from the University of Minnesota. Her current work examines the role of previous political experience and anti-establishment rhetoric on the success of congressional candidates and vote choice in the electorate. Other ongoing projects analyze the role of experience and ideology on legislative effectiveness in Congress, how extreme ideological primary challenges influence congressional behavior, and the effect of public opinion on congressional outcomes. She is the recipient of UNC's Tanner Award for Teaching Excellence, the Chapman Family Teaching Award, Honors Carolina's Manekin Award for Teaching Excellence, and the department of political science's Robson Award for Excellence in Graduate Instruction.



Molly Worthen is an associate professor of history at UNC and a freelance journalist. She received her BA and PhD from Yale University. Her research focuses on North American religious and intellectual history. Her most recent book, *Apostles of Reason*, examines American evangelical intellectual life since 1945, especially the internal conflicts among different evangelical subcultures. Her first book, *The Man On Whom Nothing Was Lost*, is a behind-the-scenes study of American diplomacy and higher education told through the lens of biography. Her current book project focuses on the history of charisma in America.

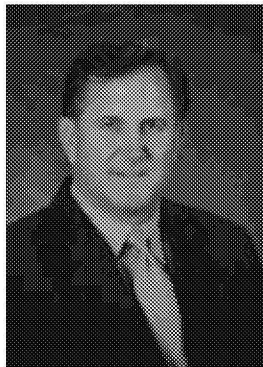
Worthen teaches courses on North American religious and intellectual culture and global Christianity, and she won the 2017 Tanner Award for Teaching Excellence. She is a

contributing opinion writer for the New York Times and has written about religion and politics for the New Yorker, Slate, the American Prospect, Foreign Policy, and other publications.

Board of Trustees Representatives



Chuck Duckett is Vice Chair of the UNC Board of Trustees. He is a partner in Battle & Associates, Inc., a marketing services firm he joined in 1989. He is also a partner in GRINS Enterprises, LLC. He graduated from Carolina in 1982 with a B.A. degree in political science and history. He is married to Beth Brady Duckett who also graduated from UNC. All three of their children have graduated from Carolina. His past service to the university includes work on the National Development Council, the Board of Visitors, the Steering Committee for the Carolina First Campaign and the board of WUNC FM. He established the Bill Guthridge Mathematics Scholarship and helped establish the Bill Guthridge Endowed Professorship in Mathematics along with John Burrell. On the Board of Trustees, he is Chairman of the University Affairs Committee, and serves on the Finance, Infrastructure and Audit Committee, the External Relations Committee and the Personnel Committee. He is a member of the executive board of the Rams Club. He has also served on numerous community boards.



Jeff Brown is a partner in the law firm of Moore and Van Allen in Charlotte. Born in Chattanooga, TN, Brown received his B.S. from UNC-Chapel Hill in 1981, where he graduated Phi Beta Kappa, and his J.D. from Vanderbilt University. Brown focuses his practice on the representation of investors & developers in sophisticated commercial real estate transactions, ventures and developments. He has been recognized by Best Lawyers in America (including Charlotte Lawyer of the Year, Land Use), NC Super Lawyers and Business NC Legal Elite. Brown is a recipient of the City of Charlotte "Mayor's Award" recognizing one Charlotte Citizen, who has demonstrated unselfish community leadership and a recipient of the YMCA of Greater Charlotte George Williams Award. He was a William C. Friday Fellow for Human Relations with the Wildacres Leadership Initiative. Brown has served on the Foundation Boards for UNC Charlotte and Central Piedmont Community College, the Executive Committees for the Charlotte Chamber of Commerce and Charlotte Metropolitan YMCA, and City of Charlotte Citizens Committees related to transit and privatization. At UNC, Brown has served on search committees for the Dean of the Law School, the University General Counsel among others. He has served as Chair of the Board of Trustees Personnel Committee and Vice-Chair of the University Affairs Committee. He is married to the former Canteley Venable Sutton, UNC-CH '80 and great-granddaughter of former UNC President Francis Venable.

Board of Governors Representative



Rob Bryan, is an American politician and attorney from Charlotte, North Carolina. Rob was appointed by the NC General Assembly in 2017 to serve on the University of North Carolina System Board of Governors. His term will end in 2021. Bryan serves as the vice chair of the Committee on Educational Planning, Policies, and Programs, as a secretary of the Committee on Strategic Initiatives, and as a member of the Committee on Laboratory Schools.

In 2016, he became the Chief Development Officer for Cardinal Innovations Healthcare. He manages the organization's real estate holdings, purchasing, mobility strategies, and government relations. Prior to joining Cardinal, Bryan practiced law for 18 years. Most recently, he worked at the law firm of Womble, Carlyle, Sandridge, and Rice for over 10 years as a partner in the commercial real estate group.

Bryan is proud of his deep ties to education and the experiences that have helped shaped his service to this state. His mother and sister were both teachers and, prior to attending law school, he taught for two years with Teach for America.

Bryan is no stranger to public service. He was as a member of the North Carolina House of Representatives, representing District 88 in Charlotte, for two terms from 2013-16. During his tenure, he chaired the Education Appropriations Committee, the Judiciary IV Committee, and the Joint Education Oversight Committee, as well as a number of House Select committees. He also served on the General Statutes Commission and continues to serve on the North Carolina Courts Commission. While in the legislature, he was selected as an Emerging Leader and attended the Emerging Leaders Program at the University of Virginia's Darden School of Administration. He also participated in the Global Leaders to India study program.

The Program for Civic Virtue and Civil Discourse

1. What is this program?

The Program for Civic Virtue and Civil Discourse will bring together faculty from all of the divisions of the College of Arts & Sciences and other schools to explore and debate contemporary questions that (1) require broad interdisciplinary approaches to address and (2) relate to the civic and political engagement of our community of students, teachers, researchers, and scholars. We will approach these questions with humility in a spirit of intellectual friendship, even when they require contesting deeply held ideas and convictions. We will employ the full breadth of classical and contemporary intellectual traditions available in the academy, which we conceive as extending beyond the UNC-Chapel Hill campus.

The program will be student-centered, focusing on developing and teaching courses in the new IDEAs in Action curriculum, bringing visitors to campus who can enrich our conversation, and providing “campus life experience” events that align with courses in the curriculum.

A significant aspiration of the program is to reinvigorate interest and bolster enrollment in courses in humanistic studies — at a time when many faculty in these fields have expressed concerns that the new curriculum may hurt their enrollments.

2. Why is this program necessary?

This program will foster broad intellectual inquiry and cross-disciplinary dialogue — two things that are challenging in a modern university environment that encourages faculty to specialize narrowly in their research and teaching. Faculty have too few opportunities to engage in broader conversations or to deliberate with our students over big questions that transcend disciplinary boundaries, sometimes making it a struggle to provide students with a coherent intellectual experience. Moreover, students find too few opportunities for constructive engagement with people who disagree with them. This program will provide a space for debating and discussing big, broad questions and help to balance the demands of the academy that tend to isolate and narrow the focus of faculty and students alike. Crucially, it will provide resources to relieve faculty of some of their competing obligations so that they may participate in the program, such as a course release to allow for designing a new course or redesigning an existing offering to be taught in the new general education curriculum. Examples of existing courses that might be redeveloped are:

- Great Books: Travel and Identity
- Elements of Politics
- Citizenship and Society in the United States

New courses might include topics like:

- Life, Liberty and the Pursuit of Perfection: The Mechanics and Ethics of Gene Editing
- Physics for Future Presidents

This intentional approach is not only vital to the health of the academy, but it will also be a practical help in building out our new general education curriculum. In addition, the campus life experiences (participation in two events a semester is a new requirement in the IDEAs in Action curriculum) that are funded by the program will be connected to the questions addressed in the courses, providing better integration of curriculum elements.

3. Will the program draw students and credit hours away from other departments and programs?

The Program for Civic Virtue and Civil Discourse currently has no plans to offer a major or minor, and all courses will be affiliated with existing academic departments. A student who participates in the program will take HIST, ENGL, PLSC courses, and so on — relying on affiliated faculty from the relevant departments. The faculty home departments will receive “credit” for these full-time enrollment numbers.

The program will not be affiliated with any one department but will be housed within the College of Arts & Sciences.

4. Who will direct the program?

We will conduct a nationwide search for the faculty director, who will be hired according to the usual faculty hiring process using an interdisciplinary search committee appointed by the dean of the College of Arts & Sciences. When a short list of candidates has been developed, the departments relevant to the candidates’ disciplines will be asked to interview the candidates and help rank them. This process worked very well with recent interdisciplinary hires in the College’s Environment, Ecology and Energy Program (E3P). Once hired, the director will have a tenure/tenure-track faculty appointment in the home department of his or her discipline and will organize a search process to hire the (untenured) executive director.

The program will also have an advisory board that is composed of UNC faculty and external board members. The board will advise UNC faculty and leadership as it develops the mission and activities of the program, and it will help us solicit interest and engagement from potential speakers, visiting scholars, and programs at other universities. The board will not have any authority to hire, approve curriculum, enact policy, or even to establish the program.

5. How are faculty selected for the program?

We will create a process for providing course development and support for associated campus life experience events to any faculty who wish to teach in the general education curriculum and are willing to commit to the program principles. The application will likely require a course development proposal and department chair support. Faculty who agree to joint appointments in the program will satisfy part of their teaching responsibilities by developing and teaching courses that satisfy first-year or capacity requirements in the general education curriculum. Program faculty will not leave their home

departments. The courses they teach in the general education curriculum will be listed in their home departments, and the student credit hours will be credited to their home departments.

6. What is the role of the external members of the advisory committee? How will you ensure transparent governance directed by our faculty?

We have selected external academic leaders who have experience in developing similar initiatives elsewhere and who have strong networks that will give the program visibility. We have included Board of Trustees and Board of Governors members on the advisory board both to hear their ideas and to solicit their help in communicating our curricular objectives to stakeholders throughout the campus, the system, and the state. However, in all matters affecting hiring, curriculum, or governance, decisions will be made by UNC faculty and administration, following the same practices as other programs.

7. Who is funding the program? What conditions have been attached to the gifts?

Private philanthropy will be crucial to the success of this program. A variety of private foundations and individuals have expressed interest in supporting it. To date, we have received seed money to develop the program.

As is the case with every other contribution the University receives, the College will not accept gifts that limit academic freedom, attempt to stipulate the shape of courses or curricula, or shrink the areas of inquiry or pedagogy open to faculty in the program. To reinforce this point, the gift agreements for all donors include the following statement:

“The donor understands that the College and the University are committed to academic freedom and shared governance, such that faculty and the dean determine the content of academic programs, course curricula and the selection of faculty who teach students.”

8. Will you make the gift agreements and the names of donors public?

The University discloses the identity of specific donors on a case-by-case basis that depends on the donor’s wishes. The identities of donors who choose to give anonymously are not disclosed.

Message

From: Clemens, J. Christopher [/O=EXCHANGELABS/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=1E9A30C351E74258BD75BEA1EB62C71A-J. CHRISTOP]
Sent: 4/11/2019 8:52:51 AM
To: Robert P. George [rgeorge@Princeton.EDU]
CC: rpgasst@princeton.edu
Subject: Jacqueline Rivers

Dear Robby,

Because I knew Paul and Farr well enough, I asked them by telephone to participate in the advisory group and they agreed. We will follow up with a joint letter I am drafting. I do not know Dr. Rivers, but I wonder if you can help me reach out to her. I could make a cold call, but it would be better if you could let her know to expect a request for a call from me. Perhaps you have mentioned ti to her already, but let me know.

Chris

*J. Christopher Clemens
Senior Associate Dean for Natural Sciences
Jaroslav Folda Distinguished Professor of Physics and Astronomy
205 South Building CB# 3100
Chapel Hill, NC 27599
Phone: (919) 962-1165*

Message

From: Clemens, J. Christopher [/O=EXCHANGELABS/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=1E9A30C351E74258BD75BEA1EB62C71A-J. CHRISTOP]
Sent: 5/24/2019 1:51:30 PM
To: Program in Civic Virtue and Civil Discourse [/o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=df8562b56e4743d2946b7438958f8336-ff90e60f-3f]
Subject: August Meeting and updates
Attachments: PCVCD_advisory_5_24.docx

Dear Friends,

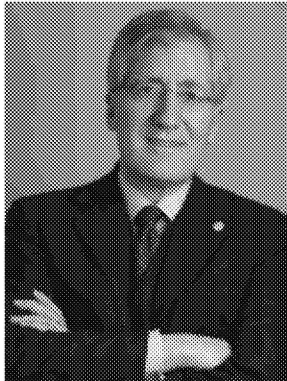
Based on the results of the doodle poll, we have chosen August 21-22 as the date of our meeting in Chapel Hill, to begin around and end in early afternoon of the 22nd. I will be in communication over the summer with formal letters of appointment and agenda items for the meeting. Alexis will also be reaching out to help with travel for our external board members. I am excited about this project and look forward to seeing you all in about three months.

Chris

*J. Christopher Clemens
Senior Associate Dean for Research and Innovation
Jaroslav Folda Distinguished Professor of Physics and Astronomy
205 South Building CB# 3100
Chapel Hill, NC 27599
Phone: (919) 962-1165*

Biographies for Advisory Committee

Chair



Robert P. George, McCormick Professor of Jurisprudence, Director, James Madison Program.

Robert P. George is McCormick Professor of Jurisprudence and Director of the James Madison Program in American Ideals and Institutions at Princeton University. He is also frequently a Visiting Professor at Harvard Law School.

In addition to his academic service, Professor George has served as Chairman of the U.S. Commission on International Religious Freedom. He has also served on the President's Council on Bioethics, as a presidential appointee to the United States Commission on Civil Rights, and as the U.S. member of UNESCO's World Commission on the Ethics of Science and Technology.

He is a former Judicial Fellow at the Supreme Court of the United States, where he received the Justice Tom C. Clark Award.

He serves on the boards of the John M. Templeton Foundation Religion Trust, the Lynde and Harry Bradley Foundation, the Ethics and Public Policy Center, the Becket Fund for Religious Liberty, the National Center on Sexual Exploitation, and the Center for Individual Rights, among others.

Professor George is author of *Making Men Moral: Civil Liberties and Public Morality* (Oxford University Press, 1993), *In Defense of Natural Law* (Oxford University Press, 1999), *The Clash of Orthodoxies* (ISI, 2001) and *Conscience and Its Enemies* (ISI, 2013). He is co-author of *Conjugal Union: What Marriage Is* (Cambridge University Press, 2014), *Embryo: A Defense of Human Life* (2nd edition, Doubleday, 2011), *Body-Self Dualism in Contemporary Ethics and Politics* (Cambridge University Press, 2008), and *What is Marriage?* (Encounter, 2012). He is editor of several volumes, including *Natural Law Theory: Contemporary Essays* (Oxford University Press, 1992), *The Autonomy of Law: Essays on Legal Positivism* (Oxford University Press, 1996), *Natural Law, Liberalism, and Morality* (Oxford University Press, 1996), and *Great Cases in Constitutional Law* (Princeton University Press, 2000), and co-editor of the *Cambridge Companion to Natural Law* (Cambridge University Press, 2017).

Professor George's articles and review essays have appeared in the *Harvard Law Review*, the *Yale Law Journal*, the *Columbia Law Review*, the *University of Chicago Law Review*, the *Review of Politics*, the *Review of Metaphysics*, and the *American Journal of Jurisprudence*. He has also written for the *New York Times*, the *Wall Street Journal*, the *Washington Post*, *First Things*, the *Boston Review*, and the *Times Literary Supplement*.

A graduate of Swarthmore College, Professor George holds M.T.S. and J.D. degrees from Harvard University and the degrees of D.Phil., B.C.L., and D.C.L. from Oxford University. He was elected to Phi Beta Kappa at Swarthmore and received a Frank Knox Fellowship from Harvard for graduate study in law and philosophy at Oxford. He holds nineteen honorary degrees, including doctorates of law, letters, ethics, science, divinity, humane letters, civil law, law and moral values, humanities, and juridical science.

Professor George is a recipient of the United States Presidential Citizens Medal, the Honoric Medal for the Defense of Human Rights of the Republic of Poland, the Bradley Prize for Intellectual and Civic Achievement, the Philip Merrill Award of the American Council of Trustees and Alumni, the Paul Bator Award of the Federalist Society for Law and Public Policy, the Sidney Hook Award of the National Association of Scholars, a Silver Gavel Award of the American Bar Association, the Charles Fried Award of the Harvard Law School Federalist Society, the Irving Kristol Award of the American Enterprise Institute, and Princeton University's President's Award for Distinguished Teaching.

Baylor University has named its new Washington, D.C.-based program the "Robert P. George Initiative in Faith, Ethics, and Public Policy."

External Members



Paul Carrese is founding Director of the School of Civic & Economic Thought and Leadership at Arizona State University, which reconnects liberal education and civic education to prepare leaders for public affairs and civil society. It is the only such department at a major American university, offering undergraduate and graduate degrees and sponsoring an array of programs; see <https://scetl.asu.edu/>. For two decades, Carrese was professor of Political Science at the U.S. Air Force Academy, where he co-founded and directed the Academy's "Great Books" honors program. He has been a Rhodes Scholar at Oxford, a post-doctoral fellow at Harvard, a Fulbright Fellow at Delhi University, and Forbes Visiting Fellow in the James Madison Program, Princeton. He is author of *The Cloaking of Power: Montesquieu, Blackstone, and the Rise of Judicial Activism* (Chicago, 2003, 2013), and *Democracy in Moderation: Montesquieu, Tocqueville, and Sustainable Liberalism* (Cambridge, 2016, 2018), along with many articles and book chapters. He has co-edited John Marshall's *The Life of George Washington* (Liberty Fund, 2001); *Constitutionalism, Executive Power, and the Spirit of Moderation* (SUNY, 2016); and *American Grand Strategy: War, Justice, and Peace in American Political Thought* (Johns Hopkins, forthcoming). Professor Carrese earned two Master's degrees from Oxford, in Politics & Philosophy and in Theology, and a Ph.D. in Political Science from Boston College. He has served on Rhodes Scholarship final selection committees for 25 years, and serves on the advisory board of the Institute for Classical Education, a project of the Great Hearts Academies.



Farr Curlin, Josiah C. Trent Professor of Medical Humanities. Dr. Curlin is a hospice and palliative care physician who joined Duke University in January 2014 where he holds joint appointments in the School of Medicine, including its Trent Center for Bioethics, Humanities & History of Medicine, and in Duke Divinity School, including its Initiative on Theology, Medicine and Culture. He works with Duke colleagues to foster scholarship, study, and training regarding the intersections of medicine, ethics, and religion. After graduating from medical school, he completed internal medicine residency training and fellowships in both health services research and clinical ethics at the University of Chicago before joining its faculty in 2003. Dr. Curlin's empirical research charts the influence of physicians' moral traditions and commitments, both religious and secular, on physicians' clinical practices. As an ethicist, he addresses questions regarding whether and in what ways physicians' religious commitments ought to shape their clinical practices in a plural democracy. Dr. Curlin and colleagues have authored numerous manuscripts published in medicine and bioethics literature, including a *New England Journal of Medicine* paper titled, "Religion, Conscience and Controversial Clinical Practices." He is particularly concerned with the moral and spiritual dimensions of medical practice and the doctor-patient relationship, and with the moral and professional formation of physicians. His areas of expertise are medicine, medical ethics, doctor-patient relationship, religion and medicine, and conscience. At the University of Chicago, Dr. Curlin founded and was co-director of the Program on Medicine and Religion.

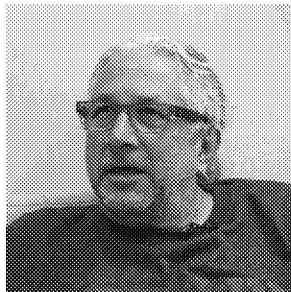


Jacqueline C. Rivers has served as a lecturer at Harvard University and has presented at Princeton University, the University of Notre Dame, the University of Pennsylvania, the American Enterprise Institute, the Vatican, the United Nations and in several other venues. Her latest publication, co-authored with Harvard sociologist Orlando Patterson, appears in the volume The Cultural Matrix. Jacqueline Rivers holds a PhD from Harvard University where she was a Doctoral Fellow in the Multidisciplinary Program in Inequality and Social Policy of the J. F. Kennedy School of Government and a Graduate Research Fellow of the National Science Foundation. She graduated from Harvard Radcliffe College (B.A. *summa cum laude*, Phi Beta Kappa and M.A., both in Psychology).

UNC Faculty Members



Donna Gilleskie is a professor in the Economics Department at the University of North Carolina at Chapel Hill. Her research focuses on the health, health insurance decisions, and medical care utilization of individuals and how these behaviors impact employment decisions and subsequent health. She was awarded the international Health Economics Association's Kenneth Arrow Award for the best published paper on health economics in 1998 (*Econometrica*, 1998).



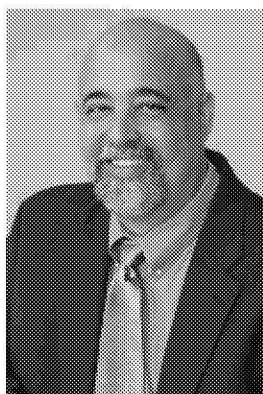
Lawrence Grossberg is the Morris Davis Distinguished Professor of Communication. He is from New York, where he attended Stuyvesant High School. He majored in Philosophy and Intellectual History (advisor Hayden White) at the University of Rochester. He studied with Stuart Hall at the Centre for Contemporary Cultural Studies in Birmingham England, and then completed his Ph.D. with James Carey at the University of Illinois at Urbana-Champaign. After teaching at Purdue for a year, and Illinois for almost twenty, he moved to UNC- Chapel Hill in 1994 to help develop cultural studies in the department and as an interdisciplinary program. He has advised over 50 doctoral students, winning awards for scholarship, teaching and mentoring, from the International Communication Association, the National Communication Association, the Association for Cultural Studies and UNC. He has written about modern and contemporary philosophy, the project of cultural studies, interdisciplinarity, the nature of value and of modernity, and more empirically, about U.S. popular music and youth culture, the changing conditions of children in the U.S., and post-war U.S. political culture, including the rise of new forms of conservatism, and the state of progressive oppositional struggles.



Christian Lundberg, Associate Professor in Communication and Co-Director of the University Program in Cultural Studies. Lundberg's teaching and research interests include theories of the public and public discourse, public speaking, rhetorical theory, debate and deliberation, critical theory, and Cultural Studies. Dr. Lundberg also teaches the First Year Seminar "*Think, Speak, Argue*," which focuses on debate and public speaking skills as pedagogical tools and as critical components of democratic life.

Lundberg's current research focuses on theories of the public as a social and discursive form, and on the animating principles for public discourses and identities. In addition, he has written a number pieces that unpack forms of discourse constituting specific publics, with special attention to the intersection between publics and religious discourse in Islam and Evangelical Christianity.

At the level of specific practices of public discourse and pedagogy, his work focuses on rhetorical theory, and on debate and public speaking as critical democratic forms.



Richard E. Myers, Henry Brandis Distinguished Professor of Law is a native of Kingston, Jamaica. Myers was a Chancellors Scholar at the UNC School of Law, where he graduated with high honors in 1998. Upon graduation from law school, he clerked in Washington, D.C., for the Hon. David Sentelle on the United States Court of Appeals for the D.C. Circuit, and then entered private practice as a litigator for O'Melveny & Myers, LLP, in Los Angeles California. After two years with the White Collar Criminal Law and Environmental and regulatory Compliance Practice Group, he left private practice in January 2002 to become an Assistant United States Attorney in the Central District of California. In September, 2002, he transferred to the Eastern District of North Carolina in Raleigh, where he prosecuted white collar and violent crimes, and headed the district's Violent Crimes Task Force for Wilmington and New Hanover and Pender Counties.

Myers joined the UNC Law School faculty in July 2004. He teaches Criminal Law, Criminal Procedure, Ethics, and a seminar on White Collar Crime.



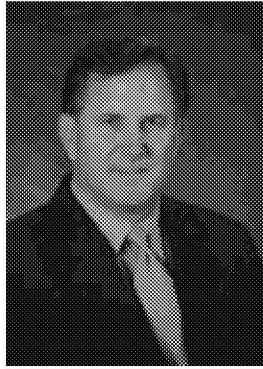
Sarah A. Treul is a Bowman and Gordon Gray Term Professor of political science at UNC. She specializes in American political institutions, with an emphasis on the U.S. Congress. She earned her B.A. in Political Science and Psychology from Wellesley College and her M.A. and Ph.D. from the University of Minnesota. Her current work examines the role of previous political experience and anti-establishment rhetoric on the success of congressional candidates and vote choice in the electorate. Other ongoing projects analyze the role of experience and ideology on legislative effectiveness in Congress, how extreme ideological primary challenges influence congressional behavior, and the effect of public opinion on congressional outcomes. She is the recipient of UNC's Tanner Award for Teaching Excellence, the Chapman Family Teaching Award, Honors Carolina's Manekin Award for Teaching Excellence, and the department of political science's Robson Award for Excellence in Graduate Instruction.

Board of Trustees Representatives



Chuck Duckett is Vice Chair of the UNC Board of Trustees. He is a partner in Battle & Associates, Inc., a marketing services firm he joined in 1989. He is also a partner in GRINS Enterprises, LLC. He graduated from Carolina in 1982 with a B.A. degree in political science and history. He is married to Beth Brady Duckett who also graduated from UNC. All three of their children have graduated from Carolina. His past service to the university includes work on the National Development Council, the Board of Visitors, the Steering Committee for the Carolina First Campaign and the board of WUNC FM. He established the Bill Guthridge Mathematics Scholarship and helped establish the Bill Guthridge Endowed Professorship in Mathematics along with John Burrell. On the Board of

Trustees, he is Chairman of the University Affairs Committee, and serves on the Finance, Infrastructure and Audit Committee, the External Relations Committee and the Personnel Committee. He is a member of the executive board of the Rams Club. He has also served on numerous community boards.



Jeff Brown is a partner in the law firm of Moore and Van Allen in Charlotte. Born in Chattanooga, TN, Brown received his B.S. from UNC-Chapel Hill in 1981, where he graduated Phi Beta Kappa, and his J.D. from Vanderbilt University. Brown focuses his practice on the representation of investors & developers in sophisticated commercial real estate transactions, ventures and developments. He has been recognized by Best Lawyers in America (including Charlotte Lawyer of the Year, Land Use), NC Super Lawyers and Business NC Legal Elite. Brown is a recipient of the City of Charlotte "Mayor's Award" recognizing one Charlotte Citizen, who has demonstrated unselfish community leadership and a recipient of the YMCA of Greater Charlotte George Williams Award. He was a William C. Friday Fellow for Human Relations with the Wildacres Leadership Initiative. Brown has served on the Foundation Boards for UNC Charlotte and Central Piedmont Community College, the Executive Committees for the Charlotte Chamber of Commerce and Charlotte Metropolitan YMCA, and City of Charlotte Citizens Committees related to transit and privatization. At UNC, Brown has served on search committees for the Dean of the Law School, the University General Counsel among others. He has served as Chair of the Board of Trustees Personnel Committee and Vice-Chair of the University Affairs Committee. He is married to the former Cantey Venable Sutton, UNC-CH '80 and great-granddaughter of former UNC President Francis Venable.

Board of Governors Representative



Rob Bryan, is an American politician and attorney from Charlotte, North Carolina. Rob was appointed by the NC General Assembly in 2017 to serve on the University of North Carolina System Board of Governors. His term will end in 2021. Bryan serves as the vice chair of the Committee on Educational Planning, Policies, and Programs, as a secretary of the Committee on Strategic Initiatives, and as a member of the Committee on Laboratory Schools.

In 2016, he became the Chief Development Officer for Cardinal Innovations Healthcare. He manages the organization's real estate holdings, purchasing, mobility strategies, and government relations. Prior to joining Cardinal, Bryan practiced law for 18 years. Most recently, he worked at the law firm of Womble, Carlyle, Sandridge, and Rice for over 10 years as a partner in the commercial real estate group.

Bryan is proud of his deep ties to education and the experiences that have helped shaped his service to this state. His mother and sister were both teachers and, prior to attending law school,

he taught for two years with Teach for America.

Bryan is no stranger to public service. He was as a member of the North Carolina House of Representatives, representing District 88 in Charlotte, for two terms from 2013-16. During his tenure, he chaired the Education Appropriations Committee, the Judiciary IV Committee, and the Joint Education Oversight Committee, as well as a number of House Select committees. He also served on the General Statutes Commission and continues to serve on the North Carolina Courts Commission. While in the legislature, he was selected as an Emerging Leader and attended the Emerging Leaders Program at the University of Virginia's Darden School of Administration. He also participated in the Global Leaders to India study program.

CONFIDENTIAL

Message

From: Clemens, J. Christopher [/O=EXCHANGELABS/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=1E9A30C351E74258BD75BEA1EB62C71A-J. CHRISTOP]
Sent: 5/21/2019 5:15:46 PM
To: rgeorge@princeton.edu [/o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=cecbf501ed0b4170b073a7e6ea8a95b6-Guest_b7e4d]
CC: rpgasst@princeton.edu [/o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=f89551d25322402a8a5fa173d78d532f-Guest_ead62]; Cline, Alexis L [/o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=ef59890ca64a4e9f9869271431da4348-Alexis L CI]
Subject: Updates on Program
Attachments: PCVCD_advisory_5_13_SAR.docx

Dear Robby,

I have been doing lots of legwork here to get ready for our new program, and wanted to give you some quick updates before I send a general communication to the email list I just formed.

1. The best date for our meeting is August 21-22, running from afternoon on the 21st until morning on the 22nd. (Jane please lock this down on the calendar or let me know if there is a problem.)
2. I have just about finished constituting the advisory board. After much conversation and many lunches together, I have added our most prominent cultural studies professor, Larry Grossberg to the group. His politics are more Cornel West than Robby George, but I can vouch for his commitment to the ideals of the program. He was a student of Stuart Hall and wrote a tribute here: <https://comm.unc.edu/2014/02/professor-grossberg-says-farewell-stuart-hall/>
3. I think Jackie Rivers will be onboard; a letter to finalize this arrangement will be issued shortly, and for the other board members.

I have been meeting with the chairs of many departments and getting good buy-in for the program, and also talked to _____ who I think will apply when we advertise for a position to lead our effort. I'll be helping to develop an agenda for our August meeting and communicating about that over the summer.

Thanks,
Chris

*J. Christopher Clemens
Senior Associate Dean for Research and Innovation
Jaroslav Folda Distinguished Professor of Physics and Astronomy
205 South Building CB# 3100
Chapel Hill, NC 27599
Phone: (919) 962-1165*

Biographies for Advisory Committee

Chair



Robert P. George, McCormick Professor of Jurisprudence, Director, James Madison Program.

Robert P. George is McCormick Professor of Jurisprudence and Director of the James Madison Program in American Ideals and Institutions at Princeton University. He is also frequently a Visiting Professor at Harvard Law School.

In addition to his academic service, Professor George has served as Chairman of the U.S. Commission on International Religious Freedom. He has also served on the President's Council on Bioethics, as a presidential appointee to the United States Commission on Civil Rights, and as the U.S. member of UNESCO's World Commission on the Ethics of Science and Technology.

He is a former Judicial Fellow at the Supreme Court of the United States, where he received the Justice Tom C. Clark Award.

He serves on the boards of the John M. Templeton Foundation Religion Trust, the Lynde and Harry Bradley Foundation, the Ethics and Public Policy Center, the Becket Fund for Religious Liberty, the National Center on Sexual Exploitation, and the Center for Individual Rights, among others.

Professor George is author of *Making Men Moral: Civil Liberties and Public Morality* (Oxford University Press, 1993), *In Defense of Natural Law* (Oxford University Press, 1999), *The Clash of Orthodoxies* (ISI, 2001) and *Conscience and Its Enemies* (ISI, 2013). He is co-author of *Conjugal Union: What Marriage Is* (Cambridge University Press, 2014), *Embryo: A Defense of Human Life* (2nd edition, Doubleday, 2011), *Body-Self Dualism in Contemporary Ethics and Politics* (Cambridge University Press, 2008), and *What is Marriage?* (Encounter, 2012). He is editor of several volumes, including *Natural Law Theory: Contemporary Essays* (Oxford University Press, 1992), *The Autonomy of Law: Essays on Legal Positivism* (Oxford University Press, 1996), *Natural Law, Liberalism, and Morality* (Oxford University Press, 1996), and *Great Cases in Constitutional Law* (Princeton University Press, 2000), and co-editor of the *Cambridge Companion to Natural Law* (Cambridge University Press, 2017).

Professor George's articles and review essays have appeared in the *Harvard Law Review*, the *Yale Law Journal*, the *Columbia Law Review*, the *University of Chicago Law Review*, the *Review of Politics*, the *Review of Metaphysics*, and the *American Journal of Jurisprudence*. He has also written for the *New York Times*, the *Wall Street Journal*, the *Washington Post*, *First Things*, the *Boston Review*, and the *Times Literary Supplement*.

A graduate of Swarthmore College, Professor George holds M.T.S. and J.D. degrees from Harvard University and the degrees of D.Phil., B.C.L., and D.C.L. from Oxford University. He was elected to Phi Beta Kappa at Swarthmore and received a Frank Knox Fellowship from Harvard for graduate study in law and philosophy at Oxford. He holds nineteen honorary degrees, including doctorates of law, letters, ethics, science, divinity, humane letters, civil law, law and moral values, humanities, and juridical science.

Professor George is a recipient of the United States Presidential Citizens Medal, the Honoric Medal for the Defense of Human Rights of the Republic of Poland, the Bradley Prize for Intellectual and Civic Achievement, the Philip Merrill Award of the American Council of Trustees and Alumni, the Paul Bator Award of the Federalist Society for Law and Public Policy, the Sidney Hook Award of the National Association of Scholars, a Silver Gavel Award of the American Bar Association, the Charles Fried Award of the Harvard Law School Federalist Society, the Irving Kristol Award of the American Enterprise Institute, and Princeton University's President's Award for Distinguished Teaching.

Baylor University has named its new Washington, D.C.-based program the "Robert P. George Initiative in Faith, Ethics, and Public Policy."

External Members



Paul Carrese is founding Director of the School of Civic & Economic Thought and Leadership at Arizona State University, which reconnects liberal education and civic education to prepare leaders for public affairs and civil society. It is the only such department at a major American university, offering undergraduate and graduate degrees and sponsoring an array of programs; see <https://scetl.asu.edu/>. For two decades, Carrese was professor of Political Science at the U.S. Air Force Academy, where he co-founded and directed the Academy's "Great Books" honors program. He has been a Rhodes Scholar at Oxford, a post-doctoral fellow

at Harvard, a Fulbright Fellow at Delhi University, and Forbes Visiting Fellow in the James Madison Program, Princeton. He is author of *The Cloaking of Power: Montesquieu, Blackstone, and the Rise of Judicial Activism* (Chicago, 2003, 2013), and *Democracy in Moderation: Montesquieu, Tocqueville, and Sustainable Liberalism* (Cambridge, 2016, 2018), along with many articles and book chapters. He has co-edited John Marshall's *The Life of George Washington* (Liberty Fund, 2001); *Constitutionalism, Executive Power, and the Spirit of Moderation* (SUNY, 2016); and *American Grand Strategy: War, Justice, and Peace in American Political Thought* (Johns Hopkins, forthcoming). Professor Carrese earned two Master's degrees from Oxford, in Politics & Philosophy and in Theology, and a Ph.D. in Political Science from Boston College. He has served on Rhodes Scholarship final selection committees for 25 years, and serves on the advisory board of the Institute for Classical Education, a project of the Great Hearts Academies.



Farr Curlin, Josiah C. Trent Professor of Medical Humanities. Dr. Curlin is a hospice and palliative care physician who joined Duke University in January 2014 where he holds joint appointments in the School of Medicine, including its Trent Center for Bioethics, Humanities & History of Medicine, and in Duke Divinity School, including its Initiative on Theology, Medicine and Culture. He works with Duke colleagues to foster scholarship, study, and training regarding the intersections of medicine, ethics, and religion. After graduating from medical school, he completed internal medicine residency training and fellowships in both health services research and clinical ethics at the University of Chicago before joining its faculty in 2003. Dr. Curlin's empirical research charts the influence of physicians' moral traditions and commitments, both

religious and secular, on physicians' clinical practices. As an ethicist, he addresses questions regarding whether and in what ways physicians' religious commitments ought to shape their clinical practices in a plural democracy. Dr. Curlin and colleagues have authored numerous manuscripts published in medicine and bioethics literature, including a *New England Journal of Medicine* paper titled, "Religion, Conscience and Controversial Clinical Practices." He is particularly concerned with the moral and spiritual dimensions of medical practice and the doctor-patient relationship, and with the moral and professional formation of physicians. His areas of expertise are medicine, medical ethics, doctor-patient relationship, religion and medicine, and conscience. At the University of Chicago, Dr. Curlin founded and was co-director of the Program on Medicine and Religion.



Jacqueline C. Rivers has served as a lecturer at Harvard University and has presented at Princeton University, the University of Notre Dame, the University of Pennsylvania, the American Enterprise Institute, the Vatican, the United Nations and in several other venues. Her latest publication, co-authored with Harvard sociologist Orlando Patterson, appears in the volume *The Cultural Matrix*.

Jacqueline Rivers holds a PhD from Harvard University where she was a Doctoral Fellow in the Multidisciplinary Program in Inequality and Social Policy of the J. F. Kennedy School of Government and a Graduate Research Fellow of the National Science Foundation. She graduated from Harvard Radcliffe College (B.A. *summa cum laude*, Phi Beta Kappa and M.A., both in Psychology).

UNC Faculty Members



Donna Gilleskie is a professor in the Economics Department at the University of North Carolina at Chapel Hill. Her research focuses on the health, health insurance decisions, and medical care utilization of individuals and how these behaviors impact employment decisions and subsequent health. She was awarded the international Health Economics Association's Kenneth Arrow Award for the best published paper on health economics in 1998 (*Econometrica*, 1998).



Lawrence Grossberg is the Morris Davis Distinguished Professor of Communication. He is from New York, where he attended Stuyvesant High School. He majored in Philosophy and Intellectual History (advisor Hayden White) at the University of Rochester. He studied with Stuart Hall at the Centre for Contemporary Cultural Studies in Birmingham England, and then completed his Ph.D. with James Carey at the University of Illinois at Urbana-Champaign. After teaching at Purdue for a year, and Illinois for almost twenty, he moved to UNC- Chapel Hill in

1994 to help develop cultural studies in the department and as an interdisciplinary program. He has advised over 50 doctoral students, winning awards for scholarship, teaching and mentoring, from the International Communication Association, the National Communication Association, the Association for Cultural Studies and UNC. He has written about modern and contemporary philosophy, the project of cultural studies, interdisciplinarity, the nature of value and of modernity, and more empirically, about U.S. popular music and youth culture, the changing conditions of children in the U.S., and post-war U.S. political culture, including the rise of new forms of conservatism, and the state of progressive oppositional struggles.



Christian Lundberg, Associate Professor in Communication and Co-Director of the University Program in Cultural Studies. Lundberg's teaching and research interests include theories of the public and public discourse, public speaking, rhetorical theory, debate and deliberation, critical theory, and Cultural Studies. Dr. Lundberg also teaches the First Year Seminar "*Think, Speak, Argue*," which focuses on debate and public speaking skills as pedagogical tools and as critical components of democratic life.

Comment [LG1]: Technically, the Program no longer exists. Chris is co-director, with me, of the Interdisciplinary major in cultural studies.

Lundberg's current research focuses on theories of the public as a social and discursive form, and on the animating principles for public discourses and identities. In addition, he has written a number pieces that unpack forms of discourse constituting specific publics, with special attention to the intersection between publics and religious discourse in Islam and Evangelical Christianity.

At the level of specific practices of public discourse and pedagogy, his work focuses on rhetorical theory, and on debate and public speaking as critical democratic forms.



Richard E. Myers, Henry Brandis Distinguished Professor of Law is a native of Kingston, Jamaica. Myers was a Chancellors Scholar at the UNC School of Law, where he graduated with high honors in 1998. Upon graduation from law school, he clerked in Washington, D.C., for the Hon. David Sentelle on the United States Court of Appeals for the D.C. Circuit, and then entered private practice as a litigator for O'Melveny & Myers, LLP, in Los Angeles California. After two years with the White Collar Criminal Law and Environmental and regulatory Compliance Practice Group, he left private practice in January 2002 to become an Assistant United States Attorney in the Central District of California. In September, 2002, he transferred to the Eastern District of North Carolina in Raleigh, where he prosecuted white collar and violent crimes, and headed the district's Violent Crimes Task Force for Wilmington and New Hanover and Pender Counties.

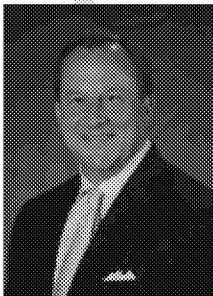
Myers joined the UNC Law School faculty in July 2004. He teaches Criminal Law, Criminal Procedure, Ethics, and a seminar on White Collar Crime.



Sarah A. Treul is a Bowman and Gordon Gray Term Professor of political science at UNC. She specializes in American political institutions, with an emphasis on the U.S. Congress. She earned her B.A. in Political Science and Psychology from Wellesley College and her M.A. and Ph.D. from the University of Minnesota. Her current work examines the role of previous political experience and anti-establishment rhetoric on the success of congressional candidates and vote choice in the electorate. Other ongoing projects analyze the role of experience and ideology on legislative effectiveness in Congress, how extreme

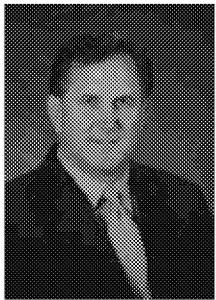
ideological primary challenges influence congressional behavior, and the effect of public opinion on congressional outcomes. She is the recipient of UNC's Tanner Award for Teaching Excellence, the Chapman Family Teaching Award, Honors Carolina's Manekin Award for Teaching Excellence, and the department of political science's Robson Award for Excellence in Graduate Instruction.

Board of Trustees Representatives



Chuck Duckett is Vice Chair of the UNC Board of Trustees. He is a partner in Battle & Associates, Inc., a marketing services firm he joined in 1989. He is also a partner in GRINS Enterprises, LLC. He graduated from Carolina in 1982 with a B.A. degree in political science and history. He is married to Beth Brady Duckett who also graduated from UNC. All three of their children have graduated from Carolina. His past service to the university includes work on the National Development Council, the Board of Visitors, the Steering Committee for the Carolina First Campaign and the board of WUNC FM. He established the Bill Guthridge Mathematics Scholarship and helped establish the Bill Guthridge Endowed Professorship in Mathematics along with John Burruss. On the Board of

Trustees, he is Chairman of the University Affairs Committee, and serves on the Finance, Infrastructure and Audit Committee, the External Relations Committee and the Personnel Committee. He is a member of the executive board of the Rams Club. He has also served on numerous community boards.



Jeff Brown is a partner in the law firm of Moore and Van Allen in Charlotte. Born in Chattanooga, TN, Brown received his B.S. from UNC-Chapel Hill in 1981, where he graduated Phi Beta Kappa, and his J.D. from Vanderbilt University. Brown focuses his practice on the representation of investors & developers in sophisticated commercial real estate transactions, ventures and developments. He has been recognized by Best Lawyers in America (including Charlotte Lawyer of the Year, Land Use), NC Super Lawyers and Business NC Legal Elite. Brown is a recipient of the City of Charlotte "Mayor's Award" recognizing one Charlotte Citizen, who has demonstrated unselfish community leadership and a recipient of the YMCA of Greater Charlotte George Williams Award. He was a William C. Friday Fellow for Human Relations with the Wildacres Leadership Initiative. Brown has served on the Foundation Boards for UNC Charlotte and Central Piedmont Community College, the Executive Committees for the Charlotte Chamber of Commerce and Charlotte Metropolitan YMCA, and City of Charlotte Citizens Committees related to transit and privatization. At UNC, Brown has served on search committees for the Dean of the Law School, the University General Counsel among others. He has served as Chair of the Board of Trustees Personnel Committee and Vice-Chair of the University Affairs Committee. He is married to the former Cantey Venable Sutton, UNC-CH '80 and great-granddaughter of former UNC President Francis Venable.

Board of Governors Representative



Rob Bryan, is an American politician and attorney from Charlotte, North Carolina. Rob was appointed by the NC General Assembly in 2017 to serve on the University of North Carolina System Board of Governors. His term will end in 2021. Bryan serves as the vice chair of the Committee on Educational Planning, Policies, and Programs, as a secretary of the Committee on Strategic Initiatives, and as a member of the Committee on Laboratory Schools.

In 2016, he became the Chief Development Officer for Cardinal Innovations Healthcare. He manages the organization's real estate holdings, purchasing, mobility strategies, and government relations. Prior to joining Cardinal, Bryan practiced law for 18 years. Most recently, he worked at the law firm of Womble, Carlyle, Sandridge, and Rice for over 10 years as a partner in the commercial real estate group.

Bryan is proud of his deep ties to education and the experiences that have helped shaped his service to this state. His mother and sister were both teachers and, prior to attending law school,

he taught for two years with Teach for America.

Bryan is no stranger to public service. He was as a member of the North Carolina House of Representatives, representing District 88 in Charlotte, for two terms from 2013-16. During his tenure, he chaired the Education Appropriations Committee, the Judiciary IV Committee, and the Joint Education Oversight Committee, as well as a number of House Select committees. He also served on the General Statutes Commission and continues to serve on the North Carolina Courts Commission. While in the legislature, he was selected as an Emerging Leader and attended the Emerging Leaders Program at the University of Virginia's Darden School of Administration. He also participated in the Global Leaders to India study program.

CONFIDENTIAL

Message

From: Clemens, J. Christopher [/O=EXCHANGELABS/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=1E9A30C351E74258BD75BEA1EB62C71A-J. CHRISTOP]
Sent: 6/27/2019 9:45:46 AM
To: Program in Civic Virtue and Civil Discourse [programincivicvirtueandcivildiscourse@office.unc.edu]
Subject: Daily Tar Heel article about our meeting Tuesday

<https://www.dailytarheel.com/article/2019/06/faculty-executive-committee-june>



Faculty debate a new program with conservative origins - The Daily Tar Heel

www.dailytarheel.com

Faculty members said they remember former Chancellor Carol Folt promoting the idea for a similar program a year ago, and some are now concerned that this program is being implemented at the behest ...

Message

From: Clemens, J. Christopher [/O=EXCHANGELABS/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=1E9A30C351E74258BD75BEA1EB62C71A-J. CHRISTOP]
Sent: 5/2/2019 7:47:38 AM
To: Cooke-Rivers, Jacqueline Olga [jivers@fas.harvard.edu]; Cline, Alexis L [/o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=ef59890ca64a4e9f9869271431da4348-Alexis L Cl]
CC: riversjacqueline
Subject: Re: UNC Chapel Hill
Attachments: FAQ_4-29.docx; Program in Civic Virtue & Civil Discourse PROPOSAL_cb-TEXT_jcc_v3_accepted.docx; PCVCD_advisory.docx

Dear Jackie,

Thank you for your willingness to consider membership on the advisory board for our new program in Civic Virtue and Civil Discourse. I have attached a set of questions and answers about the program, a draft of the document that development is using for fundraising (language still being crafted by committee members), and the bios we collected for members. Please let me know if you have edits to your own bio.

We are planning a meeting that would run for our afternoon and the following morning and the doodle poll for that is below.

I am pretty excited about this program and about the people we have on the advisory committee. There will definitely be some fruitful discussions or maybe even collisions. But that is consistent with the overall objectives we hope the program will serve for our students. Let me know if you have any questions or comments. I will draft up the formal appointment letters for our board next week.

<https://doodle.com/poll/c2rzw3c5bu4itq3z>

Regards,
Chris

*J. Christopher Clemens
Senior Associate Dean for Research and Innovation
Jaroslav Folda Distinguished Professor of Physics and Astronomy
205 South Building CB# 3100
Chapel Hill, NC 27599
Phone: (919) 962-1165*

From: Cooke-Rivers, Jacqueline Olga <jivers@fas.harvard.edu>
Sent: Friday, April 26, 2019 1:06 PM
To: Cline, Alexis L; Clemens, J. Christopher
Cc: riversjacqueline
Subject: Re: UNC Chapel Hill

Great; thanks!

From: Cline, Alexis L <alexis@unc.edu>
Sent: Friday, April 26, 2019 1:01:02 PM
To: Cooke-Rivers, Jacqueline Olga; Clemens, J. Christopher

Cc: riversjacqueline@hotmail.com

Subject: RE: UNC Chapel Hill

Thank you Jackie. Chris will call you at 4 PM EST on 5/1 at

Thanks

Alexis

From: Cooke-Rivers, Jacqueline Olga <jrivers@fas.harvard.edu>

Sent: Friday, April 26, 2019 12:56 PM

To: Cline, Alexis L <alexis@unc.edu>; Clemens, J. Christopher <clemens@physics.unc.edu>

Cc: riversjacqueline

Subject: Re: UNC Chapel Hill

Hi Alexis,

I'm well thank you. I hope you are too.

Thanks for arranging our phone call. How's 4 pm Eastern time on Wed, May 1? My cell is the best number for Chris to reach me.

That's

Best wishes,

Jackie

From: Cline, Alexis L <alexis@unc.edu>

Sent: Friday, April 26, 2019 9:15:51 AM

To: Cooke-Rivers, Jacqueline Olga; Clemens, J. Christopher

Cc: riversjacqueline

Subject: RE: UNC Chapel Hill

Good morning Jackie,

I hope you are well. I'd like to offer the following dates and times when Chris is available for a phone call with you. He is free:

Tuesday, April 30 at 8:30 AM or 4:30 PM EST

Wednesday, May 1 anytime between 3:45 PM – 5 PM EST

Thursday, May 2 at 11:30 AM EST

Please let me know what works best for you. Thanks

Alexis

From: Cooke-Rivers, Jacqueline Olga <jrivers@fas.harvard.edu>

Sent: Thursday, April 25, 2019 7:51 PM

To: Clemens, J. Christopher <clemens@physics.unc.edu>

Cc: riversjacqueline

Cline, Alexis L <alexis@unc.edu>

Subject: Re: UNC Chapel Hill

Hello Chris,

This sounds like an exciting program. I am happy to talk with you whenever we can arrange it.

I look forward to hearing from Alexis.

Jackie

From: Clemens, J. Christopher <clemens@physics.unc.edu>

Sent: Wednesday, April 24, 2019 10:59 AM

To: Cooke-Rivers, Jacqueline Olga

Cc: riversjacqueline Cline, Alexis L

Subject: Fw: UNC Chapel Hill

Dear Dr. Rivers,

As Robby has said, we are forming a new program here and I'd appreciate the chance to talk to you about whether you might help us as a member of our advisory committee. I'd be happy to talk by telephone about this, and have copied Alexis Cline who can assist in scheduling a call. Thank you for your consideration of this request.

Chris

*J. Christopher Clemens
Senior Associate Dean for Research and Innovation
Jaroslav Folda Distinguished Professor of Physics and Astronomy
205 South Building CB# 3100
Chapel Hill, NC 27599
Phone: (919) 962-1165*

From: Robert P. George <rgeorge@princeton.edu>

Sent: Monday, April 22, 2019 11:35 PM

To: jacqueline rivers

Cc: Clemens, J. Christopher

Subject: UNC Chapel Hill

Dear Jackie:

Dr. Christopher Clemens will be in touch with you about the possibility of your joining an advisory committee which is designing a new program for the University of North Carolina, Chapel Hill. The program will be on civic virtue and civil discourse. I have agreed to chair the advisory committee. Having you on the committee would mean a great deal to me. Your wisdom and insights would be huge assets to us. I know that you have many obligations and demands on your time, but I would be extremely grateful if you would join us.

Best wishes to you,

Robby

=====

Robert P. George

McCormick Professor of Jurisprudence

Director of the James Madison Program in

American Ideals and Institutions

Princeton University

112 Fisher Hall

Princeton, NJ 08544

(609) 258-3270

(609) 258-6837 (fax)

rgeorge@princeton.edu

The Program for Civic Virtue and Civil Discourse

1. What is this program?

The Program for Civic Virtue and Civil Discourse will bring together faculty from all of the divisions of the College of Arts and Sciences and other schools to explore and debate contemporary questions that (1) require broad interdisciplinary approaches to address and (2) relate to the civic and political engagement of our community of students, teachers, researchers, and scholars. We will approach these questions with humility in a spirit of intellectual friendship, even when they require contesting deeply held ideas and convictions. We will employ the full breadth of classical and contemporary intellectual traditions available in the academy, which we conceive as extending beyond our particular campus.

The program will be student-centered, focusing on developing and teaching courses in the new IDEAS in Action curriculum, bringing visitors to campus who can enrich our conversation, and providing “campus life experience” events that align to courses in the curriculum.

2. Why is this program necessary? Don't our faculty do this already?

Faculty have many demands on their time, including the imperative to engage in their disciplinary scholarship, the necessity of teaching domain-specific knowledge, and the need to mentor individual graduate and undergraduate students. These demands often limit the ability of faculty to engage in broader conversations or to develop general education courses in which they can deliberate with our students over big questions that transcend disciplinary boundaries. This program will represent a countervailing force to the demands of the academy that tend to isolate and narrow the focus of faculty. It will also provide resources to relieve faculty of some of their competing obligations so they may participate in the program. This intentional approach is not only vital to the health of the academy, but it will also be a practical help in building out our new IDEAS in Action curriculum.

3. What specific objective of the curriculum is this program most aligned with?

One ambition of our new curriculum is to re-center the liberal arts education on objectives that extend beyond career preparation. The IDEAS in Action proposal invokes the ideas of Danielle Allen (*Education and Equality*), who building on Hannah Arendt, lays out “four basic human potentialities that should be activated by education:”

1. Prepare ourselves for bread-winning work (labor, part 1).
2. Prepare ourselves for civic and political engagement (action).
3. Prepare ourselves for creative self-expression and worldmaking (work).
4. Prepare ourselves for rewarding relationships in spaces of intimacy and leisure (labor, part 2, overlapping with work).

The ambition of this program is to focus on items 2 and 4. By helping our students understand, explore, and contest ideas of civic virtue, and the modes of discourse it requires, we will prepare them for action in the world. By cultivating the deep friendships that can grow from debating, crafting, and grasping at civic ideals, we will prepare them for meaningful lives.

3. How are faculty selected for the program?

The initial cohort of faculty associated with the program joined together out of conviction that the pressing issues of our day require reasoned debate that proceeds from a strong foundation of basic knowledge and a spirit of open intellectual inquiry. The advisory board and program leader will work with college leadership over the next year to give the program intellectual and pedagogical shape and to establish criteria for appointing new and existing faculty to the program. Faculty who agree to joint appointments in the program will satisfy part of their teaching responsibilities by developing and teaching courses that satisfy first year or capacity requirements in the general education curriculum.

4. Are there other programs in the college with similar structure?

The program in Energy, Environment, and Ecology (E³P) has similar structure in that program faculty hold appointments in different departments and divisions, but appointments in the program come with teaching responsibilities to the E³P curriculum.

5. How is this program different from others with similar objectives in the College, like the Institute for Arts and Humanities, or the Program in Philosophy, Politics, and Economics, or the proposed Institute for Convergent Science?

The program shares some features with these programs but serves different objectives and demographics. The IAH is faculty-centered in its mission, which it describes as “empowering faculty to achieve their full potential by creating community and cultivating leadership.” The PPE program shares a focus on political and civic life, and seeks to integrate and apply “the methods, tools, and insights of philosophy, politics, and economics” in a minor and certificate program. In contrast, the new program will take a convergent approach, elevating the most important contemporary questions to the attention of students and faculty alike, and drawing together whatever disciplinary expertise is relevant to the questions. In this way, the program will be inclusive to questions of civic life or politics that require, for example, quantitative data from the social sciences or physical principles from the natural sciences. The program will promote the incorporation of these questions into courses like triple-I and campus life events, focusing on the general education curriculum rather than on a new major or minor.

In its convergent or “question centered” approach the program is similar to the new Institute for Convergent Science (ICS). However, the focus of the ICS is to bring together talented teams of innovators, who “through creative partnerships and a new Innovation Framework will speed the translation of basic research into solutions for the world.” Although the problems addressed in the ICS will bear some relationship to our common life, the ICS is not concerned specifically with preparing students for engagement in civic and political life.

6. Is the program being formed at the request of the UNC Board of Governors, or as part of an attempt to make the campus “more conservative?”

No. The program is being formed to expand our intellectual and curricular approach to important questions of the day, especially those that relate to our shared civil life, and the discourse that enlivens and enriches it. The intellectual and organizational shape of the program is being developed by faculty in the College of Arts and Sciences who are enthusiastic about the program and its objectives. Some of these faculty are serving on an advisory committee that will help draft a mission for the program. This committee is chaired by Princeton Professor Robby George and the initial idea for our program grew out

of conversations between Professor George and former UNC system president Margaret Spellings, former chancellor Carol Folt, Interim Chancellor Kevin Guskiewicz, and Board of Governors members who visited Robby George and his James Madison Program in American Ideals and Institutions.

7. Who is funding the program? What conditions have been attached to the gifts?

A variety of private foundations and individuals have expressed interest in supporting the program. As is the case with every other contribution it receives, the College will not accept gifts that limit academic freedom, attempt to stipulate the shape of courses or curricula or the shrink the areas of inquiry or pedagogy open to faculty in the program.

The PROGRAM in CIVIC VIRTUE & CIVIL DISCOURSE

College of Arts & Sciences

*We are committed
to living up to the public mission that
has guided us since our founding.*

REAFFIRMING THE VALUE OF REASONED DEBATE

The pressing issues of our day are complex, requiring reasoned debate that proceeds from a strong foundation of basic knowledge in a spirit of open intellectual inquiry. These values are at the heart of higher education and are reiterated in Carolina's new strategic framework *The Blueprint for Next* and in the strategic plan of the College of Arts and Sciences.

But these values must be cultivated in our students, and vigilantly protected from trends that narrow or impoverish our discourse, or separate it from the ideas and knowledge that animate it. Recent decades have seen a sharp decline in the political diversity of university faculty nationwide, and among students there has been a large drop in the number of humanities majors — over 30% at UNC in the past 8 years alone. Increasingly, students devote their college experience to vocational development, focusing the life of the mind on the narrow objective of employment after graduation rather than establishing a firm ground for flourishing in their intellectual and civic lives.

At Carolina, we are committed to living up to the public mission that has guided us since our founding. And to be truly public, we must reinvigorate the culture of reasoned debate that will help our undergraduate students weigh and evaluate the ideas, voices, and viewpoints that have shaped — and continue to shape — our common lives.

With that as our overarching imperative, we aim to create the Program in Civic Virtue & Civil Discourse in the UNC College of Arts & Sciences. This new Program will promote a spirit of debate about the most pressing issues of the day, combining the vigorous pursuit of truth with the forging of deep intellectual friendships among faculty and students across a wide variety of philosophical and political perspectives. In addition to enhancing the intellectual culture of the campus, the Program is committed to developing general education courses in the College's new IDEAs in Action Curriculum (the general education curriculum required of all first- and second-year students at Carolina, regardless of their subsequent major); courses that will help our students form a coherent intellectual foundation for their personal and civic lives. In addition to its work within the university, the Program will reach out to the public through a variety of media channels available to it.

The College of Arts & Sciences is seeking \$11.2 million to plan and launch the first phase of this new Program. This amount will support the startup costs and endow leadership positions. Professor Robert George, founder of Princeton's James Madison Program in American Ideals and Institutions, has agreed to head an advisory committee that will help give intellectual shape to our program, as well as assist with a national search for its intellectual and operational leadership. We are seeking your support in raising this amount.

A REAWAKENING

The founders of the United States of America, informed by classical learning and Enlightenment Liberalism, established both an intellectual foundation and a governmental and civic framework for our nation. It has formed the basis for our common life for nearly 250 years.

Carolina's new Program in Civic Virtue & Civil Discourse will reawaken and rearticulate the civic-minded scholarship and pedagogy that fashioned America into the challenges of the contemporary moment, ensuring that graduates of our University have learned to think independently and to debate the fundamental questions of life in an informed and civil way

Are there fundamental rights held by all people? What are these rights, and where do they come from? What is the purpose of government and its best form? What are the ethics of a marketplace? Is moral choice a fact or delusion? What is the relation between the twin demands of freedom and equality, between individualism and community, between differences and unity?

What credence and status should we assign to "Life, Liberty and the Pursuit of Happiness" and the other ideals of the Declaration of Independence? If they are not our shared reality, should they be held as a "promissory note" for all Americans? How are such values operating in contemporary popular and political culture? What challenges will globalism and corporate capitalism, resurgent nationalism and forms of identitarian hatred and violence, and new technologies, including the changing landscapes of communication and media bring to these ideals?

These are the questions our students should be examining because they will be our nation's next generation of citizen-leaders. With the Program in Civic Virtue & Civil Discourse, they will be sure to explore these issues and more — and through multiple lenses, brought together in a spirit of reasoned debate.

.

THE 'MOST PUBLIC' OF THE PUBLICS

Carolina is well positioned to create this Program. As the first state university, the University's founding purpose was, and is, to prepare an educated citizenry for service to North Carolina and the nation. More recently, Interim Chancellor Kevin Guskiewicz has reaffirmed this commitment in *The Blueprint for Next*, UNC-Chapel Hill's strategic framework, which emphasizes that Carolina will provide the broad liberal arts education that is not only practical and useful, but also deeply engaged in reflection on what it means to live a good life. We will provide students with both the knowledge and skills they need to lead and the wisdom to know where their leadership should take us.

The Blueprint states:

As a center of inquiry and civil debate, Carolina — perhaps more than anywhere else — can host informed public discussion of our state's most daunting issues. We will facilitate for and develop in our students the openness and perspective required of our state's future citizen-leaders.

The Program in Civic Virtue & Civil Discourse will accomplish this goal by teaching students and supporting faculty's efforts to reason together, debate civilly, and be open to learning from those with whom they disagree. Program

faculty will engage in conversation and debates, aiming in part to develop general education courses within the College of Arts & Sciences' new IDEAs in Action Curriculum that will equip students with a broad liberal arts framework to help them address the challenges that confront our society and our democracy. They will also be equipped to address perennial questions about what constitutes a good life and how to realize such visions in the face of dramatic social, political, economic, technological, and cultural change in the digital age.

A few other universities across the nation are taking admirable steps to address this need, and UNC-Chapel Hill has an opportunity to build a program of excellence and national distinction.

By helping our students understand, explore, and contest ideas of civic virtue, and the modes of discourse it requires, we will prepare them for action in the world. By cultivating the deep friendships that can grow from debating, crafting, and grasping at civic ideals, we will prepare them for meaningful lives.

A THEMATIC APPROACH

The Program will promote teaching and scholarship in political, social, economic and cultural life, with an emphasis on two specific themes: the ethics of civil discourse, and the roles and responsibilities of well-educated and engaged citizens in the life of a republic. The Program will leverage the deep disciplinary knowledge of our faculty to explore a broad range of intellectual avenues, including themes like:

- the historical and philosophical roots of the U.S. Constitution;
- the evolution of U.S. laws and political structures over time;
- ethical modes of discourse and dissent;
- the role of great works of literature in informing and enriching our lives;
- ethical and cultural dimensions of science and technology;
- the place of religion and religiously informed moral judgment in American public life.

The Program will examine and discuss these themes as they intersect with specific challenges that our faculty propose from their scholarship or research, for example:

- sovereign debt and its impact on the future of the social order;
- the global economy and the rising importance of automation and artificial intelligence;
- the bioethical implications of gene editing and the dangers of "second wave" human eugenics.

In addressing these concerns, students and faculty will explore the full range of thought that has defined contemporary America, including the classical and Enlightenment eras, the foundational thought of America's founders and leading statesmen like Madison, Jefferson, Washington, and Adams, along with subsequent voices who advocated for a more expansive vision of American values and realities including Abraham Lincoln, Susan B. Anthony, Ida B. Wells, and Martin Luther King, Jr. They will not only understand our system of governance and its mechanisms, but also the historical and philosophical foundations on which it was built. They will consider and evaluate the contributions of historical thinkers whose ideas shaped the American founding like Plato, Aristotle, Augustine, Aquinas, and Locke, alongside contemporary theories and analyses of the state. They will encounter the great works of art and literature that have given expression to the aspirations and lived realities of Americans, and the competing visions of the United States that have been offered and contested throughout its history. Finally they will employ quantitative and qualitative knowledge from the natural and social sciences to address challenges within this historical and ethical framework.

CROSSING CAMPUS & REACHING THE PUBLIC

During the startup year, the Program in Civic Virtue & Civil Discourse will be led by Professor Chris Clemens, the Jaroslav Folda Distinguished Professor of Physics and Astronomy and senior associate dean for research and innovation. He will lead the recruitment of an advisory committee that will conduct a national search for leadership and establish the institutional structure of the Program. An initial cohort of faculty from a variety of departments in the College and two other schools at UNC — law and medicine — have expressed an interest in joining the Program and developing its mission and its programming. The College faculty who accept joint appointments in the Program will agree to develop and teach new general education courses that foster broad intellectual formation through engagement with classical intellectual traditions and disciplines in conversation with contemporary problems and questions. They will also commit to a pedagogical model that promotes an open exchange of ideas and debate, beginning with a refusal to reduce one or the other side to caricatures, filled with the intention to listen, engage and respond to claims, and open to the possibility that pre-existing commitments, even those that are closely held, may need to be revised. They will represent a wide range of disciplines: English and comparative literature, political science, American studies, economics, computer science, physics and astronomy, history, sociology, communication, and others. Their law and medicine colleagues will further broaden the Program's multidisciplinary strength.

Initially, the Program will not have its own disciplinary major or minor but will participate in building components of the College of Arts & Sciences' new curriculum across multiple disciplines. This multi- and inter-disciplinary approach will not only ensure that students are exposed to a wide range of intellectual and scholarly viewpoints, it will also fuel pioneering scholarship by providing new opportunities to enhance and accelerate intellectual partnerships that share a common purpose with Program goals. It will also encourage professors to explore how their courses might be re-developed to contribute more directly to the program. Example courses that already exist at Carolina and might be adapted for the new curriculum include:

- The Constitution of the United States
- Great Books: Work, Travel and Identity in World Literature
- Difficult Dialogues
- Citizenship and Society in the United States
- When Countries Go Broke: The Politics of Economic Crisis
- The Medieval Foundations of Modern Cosmology

In addition, Program faculty will join with faculty across the College to develop new courses with contemporary themes like:

- Physics for Future Presidents
- Do Robots Work for Free? The Economics of Automation and Artificial Intelligence
- Life, Liberty and the Pursuit of Perfection: The Mechanics and Ethics of Gene Editing

Academic-Public Programming/Speaker Series

The Program's premier programming will invite pairs or groups of speakers who can model civil discourse while representing differing viewpoints on key intellectual questions. Other speakers will present ideas on the ethics of civil discourse, the imperative for leadership that accompanies citizenship in a free republic and other inspirational topics

that are currently not well represented in higher education. A Distinguished Scholars Speakers Series will annually bring internationally renowned scholars to campus for public lectures and to meet with students. We will develop a serial publication or journal to bring the work of the program to a broader audience of scholars and the public.

EXISTING STRENGTHS & ASSESSMENTS OF NEED & LIKELY SUCCESS

While we do not currently have a program that aims to foster the rigorous debate that characterizes a lively intellectual environment, we know such a program can be extremely successful at Carolina. Other universities, both nationally and internationally, are making serious efforts along these lines, with varying degrees of success. We will examine and learn from these programs, taking what we can from them, to ensure that we successfully accomplish our goals.

We also have compelling evidence of both great interest and great need for what we envision. This includes not only clear and expressed interest on the part of our own Board of Trustees and the UNC System Board of Governors, but on the part of faculty, students and alumni, many of whom are potential donors. Several current faculty members at UNC and at other prominent universities with the scholarly expertise and intellectual curiosity to help launch and sustain this exciting new Program have voiced strong enthusiasm for it. Our initial cohort of UNC faculty are ready to participate, and we are recruiting more.

Other programs with related, though more limited objectives, have had great success on our campus. For example, our Philosophy, Politics and Economics (PPE) program (in partnership with Duke University) examines issues of liberty, justice, rights and the efficiency of markets from the perspectives of all three disciplines. It has grown by some 35 students each year since 2008 and is now — with 375 students — the country's largest such program with still growing student demand. Our program in Medieval and Early Modern Studies (MEMS) was created 11 years ago and in 2017-18, 3,440 undergraduates took courses in MEMS.

And donors are responding. This year, Carolina announced a \$3.75 million grant from the John William Pope Foundation and a \$3.4 million commitment from the Charles Koch Foundation that will hire new faculty for the PPE program as well as begin the planning to turn its current minor into an academic major for undergraduates. We are well aware of the dangers of accepting funds from foundations with perceived or explicit political agendas, but the College will not accept gifts that limit academic freedom, or attempt to shrink or stipulate the areas of inquiry or pedagogy open to faculty in the program. Our operations and decisions will be as transparent as possible—and faculty constantly consulted on an ongoing basis—to ensure the continuing support and confidence of the university communities.

While our new Program will leverage the strength of existing programs, it will also transcend them by focusing on the general education curriculum. Program faculty will come from much broader areas of interest, and by applying their teaching talents to general education, they will enhance and broaden the experience of every undergraduate in the College of Arts & Sciences. This strategy will help Carolina produce citizens with broad intellectual perspectives, with ideas that have been tested through reasoned analysis and friendly but vigorous debate, and with a broad knowledge of philosophical arguments and empirical evidence anchored in a newly constituted body of “the best that has been thought and said.”

[sidebar starts]

EXPERT ADVICE

In laying the groundwork for the Program in Civic Virtue & Civil Discourse, we visited similar programs at Princeton and Arizona State University.

Princeton's James Madison Program in American Ideals and Institutions explores enduring questions of American constitutional law and Western political thought, as well as examines the application of basic legal and ethical principles to contemporary problems. Founded in 2000, the program is led by Robert George (above), a national thought-leader who will chair our advisory committee. Professor George spoke to the UNC System Board of Governors in December 2017. "[The James Madison Program has] really had a transformative effect on the campus in encouraging civil, robust debate about a wide range of issues," he said. "There is a spectrum of views represented now in the discussion at Princeton, which is much broader than what was available on our campus before What you do here will be noticed and looked to by others in the country. What you do here will set an example for other states and other universities."

At Arizona State, faculty and students in the School of Civic and Economic Thought and Leadership take a two-pronged approach to the "debate over the large questions of life that always arise." From its mission statement: "One way is to look beyond the time and borders of our present society to the great thinkers who have contended for the high status of teachers of humanity... The other way of studying the fundamental questions is to look within ourselves to the American leaders, both intellectual and political, who have inspired us. Here we turn from the human task of thinking for oneself to the civic vocation of contributing to our common life."

[sidebar ends]

INITIAL STEPS

Interim Chancellor Kevin Guskiewicz, Provost Bob Blouin and Senior Associate Dean Chris Clemens have spent considerable time and effort researching and visiting similar programs across the country, including at Princeton and Arizona State University (ASU), where leaders said that they believe this can be a great success here in Chapel Hill. They also have offered to help us in our efforts to launch a new program.

We believe that the time is now to make a significant push and investment for a program that will be unique to Carolina. We will be strategic in leveraging our existing strengths as well as untapped resources, both regionally and nationally. Based on all we know and have been recommended to consider, we have developed a plan for our next steps:

- Appoint a nine-member advisory committee (to include three UNC-Chapel Hill faculty members, one member of the UNC-Chapel Hill Board of Trustees, one member of the UNC System Board of Governors and four external consultant thought-leaders who will include Professor George from Princeton) by July 2019. This is similar to the process used with great success at ASU, where consultants were paid stipends for their significant work. The committee will serve for nine months to assist our leadership in developing a founding mission statement, recruiting a distinguished faculty director, and assessing different curricular and program possibilities with UNC faculty who will join the Program. This approach has succeeded at both ASU and Princeton.
- Launch a targeted national search to identify and recruit a founding academic director who reports to the dean of the College of Arts & Sciences, ideally to be named by July 1, 2020. This will be someone who is internationally recognized for their scholarship and teaching, especially in the liberal arts core curriculum. The academic director must have an extraordinary track record and demonstrated excellence in research and teaching, both in the academy and as a public intellectual. He or she will develop a strategic vision for the Program and lead in the development of the curricular and programmatic initiatives that will reflect this vision. The

academic director and other faculty members will hold tenure jointly within the Program and with at least one other academic department (also like Princeton and ASU).

- * Recruit an executive director who will report to the academic director and will oversee the day-to-day operations of the Program, including the infrastructure and logistics for the curricular and public programming initiatives. Our goal is to name this executive director within three months of the academic director appointment, no later than Sept. 30, 2020.

OUR PROPOSAL

We have developed a three-phase budget plan for the Program:

Phase One: Planning Budget; Hiring of Founding Academic Director; Hiring of Executive Director (\$11.2 million total)

Phase Two: Operating Budget (\$1.41 million annually)

Phase Three: Growing the Program (\$900,000 annually)

Of the three phases, the most critical is the first; without it, we will not reach the others, and the Program will never become a reality. Moreover, we are confident that funding Phase One will generate the critical momentum we need to secure donors for Phases Two and Three.

In short, we need one or more early-stage leadership investors to fulfill our vision. These leadership donors will share our commitment to American ideals, and we will be honored by their partnership with us in this exciting endeavor. See the table at right for specifics on how the Phase One total will be used.

[sidebar starts]

PHASE ONE BUDGET DETAILS

Planning Budget

External Advisory Committee stipends (4 x \$20,000)	\$80,000
Advisory Committee travel	\$20,000
Search costs	\$25,000
Planning meetings and other events	\$25,000
Administrative support	\$50,000
Total	\$200,000 (expendable)

Founding Academic Director

Salary and benefits	\$350,000/year
Total	\$7 million (endowment)

Executive Director

Salary and benefits	\$200,000/year
---------------------	----------------

Total \$4 million (endowment)

[sidebar ends]

A NATIONAL LEADER

The philanthropy of those who embrace the bold vision outlined above will help lay the foundation for a prominent academic interdisciplinary endeavor on thought diversity at the nation's first public university. With new curricula and research opportunities, new talent and leadership across multiple disciplines and with varying perspectives, the Program in Civic Virtue & Civil Discourse will significantly broaden Carolina's scholarship profile, curricular options and public engagement, serving as a national leader for improved civil discourse.

FOR MORE INFORMATION, CONTACT:

Professor Chris Clemens

Senior Associate Dean for Research and Innovation

205 South Building

Chapel Hill, NC 27599-3100

919.962.1165 clemens@physics.unc.edu

Biographies for Advisory Committee

Chair



Robert P. George, McCormick Professor of Jurisprudence, Director, James Madison Program.

Robert P. George is McCormick Professor of Jurisprudence and Director of the James Madison Program in American Ideals and Institutions at Princeton University. He is also frequently a Visiting Professor at Harvard Law School.

In addition to his academic service, Professor George has served as Chairman of the U.S. Commission on International Religious Freedom. He has also served on the President's Council on Bioethics, as a presidential appointee to the United States Commission on Civil Rights, and as the U.S. member of UNESCO's World Commission on the Ethics of Science and Technology.

He is a former Judicial Fellow at the Supreme Court of the United States, where he received the Justice Tom C. Clark Award.

He serves on the boards of the John M. Templeton Foundation Religion Trust, the Lynde and Harry Bradley Foundation, the Ethics and Public Policy Center, the Becket Fund for Religious Liberty, the National Center on Sexual Exploitation, and the Center for Individual Rights, among others.

Professor George is author of *Making Men Moral: Civil Liberties and Public Morality* (Oxford University Press, 1993), *In Defense of Natural Law* (Oxford University Press, 1999), *The Clash of Orthodoxies* (ISI, 2001) and *Conscience and Its Enemies* (ISI, 2013). He is co-author of *Conjugal Union: What Marriage Is* (Cambridge University Press, 2014), *Embryo: A Defense of Human Life* (2nd edition, Doubleday, 2011), *Body-Self Dualism in Contemporary Ethics and Politics* (Cambridge University Press, 2008), and *What is Marriage?* (Encounter, 2012). He is editor of several volumes, including *Natural Law Theory: Contemporary Essays* (Oxford University Press, 1992), *The Autonomy of Law: Essays on Legal Positivism* (Oxford University Press, 1996), *Natural Law, Liberalism, and Morality* (Oxford University Press, 1996), and *Great Cases in Constitutional Law* (Princeton University Press, 2000), and co-editor of the *Cambridge Companion to Natural Law* (Cambridge University Press, 2017).

Professor George's articles and review essays have appeared in the *Harvard Law Review*, the *Yale Law Journal*, the *Columbia Law Review*, the *University of Chicago Law Review*, the *Review of Politics*, the *Review of Metaphysics*, and the *American Journal of Jurisprudence*. He has also written for the *New York Times*, the *Wall Street Journal*, the *Washington Post*, *First Things*, the *Boston Review*, and the *Times Literary Supplement*.

A graduate of Swarthmore College, Professor George holds M.T.S. and J.D. degrees from Harvard University and the degrees of D.Phil., B.C.L., and D.C.L. from Oxford University. He was elected to Phi Beta Kappa at Swarthmore and received a Frank Knox Fellowship from Harvard for graduate study in law and philosophy at Oxford. He holds nineteen honorary degrees, including doctorates of law, letters, ethics, science, divinity, humane letters, civil law, law and moral values, humanities, and juridical science.

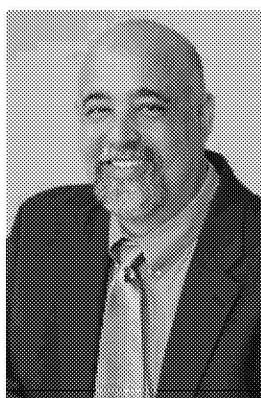
Professor George is a recipient of the United States Presidential Citizens Medal, the Honoric Medal for the Defense of Human Rights of the Republic of Poland, the Bradley Prize for Intellectual and Civic Achievement, the Philip Merrill Award of the American Council of Trustees and Alumni, the Paul Bator Award of the Federalist Society for Law and Public Policy, the Sidney Hook Award of the National Association of Scholars, a Silver Gavel Award of the American Bar Association, the Charles Fried Award of the Harvard Law School Federalist Society, the Irving Kristol Award of the American Enterprise Institute, and Princeton University's President's Award for Distinguished Teaching.

Baylor University has named its new Washington, D.C.-based program the "Robert P. George Initiative in Faith, Ethics, and Public Policy."

Confirmed Members



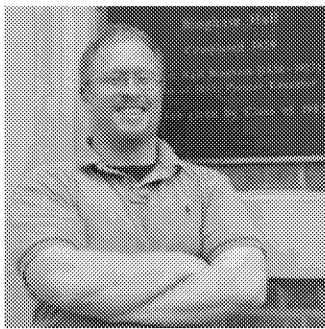
Paul Carrese is founding Director of the School of Civic & Economic Thought and Leadership at Arizona State University, which reconnects liberal education and civic education to prepare leaders for public affairs and civil society. It is the only such department at a major American university, offering undergraduate and graduate degrees and sponsoring an array of programs; see <https://scetl.asu.edu/>. For two decades, Carrese was professor of Political Science at the U.S. Air Force Academy, where he co-founded and directed the Academy's "Great Books" honors program. He has been a Rhodes Scholar at Oxford, a post-doctoral fellow at Harvard, a Fulbright Fellow at Delhi University, and Forbes Visiting Fellow in the James Madison Program, Princeton. He is author of *The Cloaking of Power: Montesquieu, Blackstone, and the Rise of Judicial Activism* (Chicago, 2003, 2013), and *Democracy in Moderation: Montesquieu, Tocqueville, and Sustainable Liberalism* (Cambridge, 2016, 2018), along with many articles and book chapters. He has co-edited John Marshall's *The Life of George Washington* (Liberty Fund, 2001); *Constitutionalism, Executive Power, and the Spirit of Moderation* (SUNY, 2016); and *American Grand Strategy: War, Justice, and Peace in American Political Thought* (Johns Hopkins, forthcoming). Professor Carrese earned two Master's degrees from Oxford, in Politics & Philosophy and in Theology, and a Ph.D. in Political Science from Boston College. He has served on Rhodes Scholarship final selection committees for 25 years, and serves on the advisory board of the Institute for Classical Education, a project of the Great Hearts Academies.



Richard E. Myers, Henry Brandis Distinguished Professor of Law is a native of Kingston, Jamaica. Myers was a Chancellors Scholar at the UNC School of Law, where he graduated with high honors in 1998. Upon

graduation from law school, he clerked in Washington, D.C., for the Hon. David Sentelle on the United States Court of Appeals for the D.C. Circuit, and then entered private practice as a litigator for O'Melveny & Myers, LLP, in Los Angeles California. After two years with the White Collar Criminal Law and Environmental and regulatory Compliance Practice Group, he left private practice in January 2002 to become an Assistant United States Attorney in the Central District of California. In September, 2002, he transferred to the Eastern District of North Carolina in Raleigh, where he prosecuted white collar and violent crimes, and headed the district's Violent Crimes Task Force for Wilmington and New Hanover and Pender Counties.

Myers joined the UNC Law School faculty in July 2004. He teaches Criminal Law, Criminal Procedure, Ethics, an a seminar on White Collar Crime.



Christian Lundberg, Associate Professor in Communication and Co-Director of the University Program in Cultural Studies.

Lundberg's teaching and research interests include theories of the public and public discourse, public speaking, rhetorical theory, debate and deliberation, critical theory, and Cultural Studies. Dr. Lundberg also teaches the First Year Seminar "Think, Speak, Argue," which focuses on debate and public speaking skills as pedagogical tools and as critical components of democratic life.

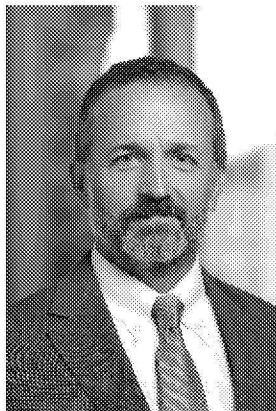
Lundberg's current research focuses on theories of the public as a social and discursive form, and on the animating principles for public discourses and identities. In addition, he has written a number pieces that unpack forms of discourse constituting specific publics, with special attention to the intersection between publics and religious discourse in Islam and Evangelical Christianity.

At the level of specific practices of public discourse and pedagogy, his work focuses on rhetorical theory, and on debate and public speaking as critical democratic forms.



Chuck Duckett is Vice Chair of the UNC Board of Trustees. He is a partner in Battle & Associates, Inc., a marketing services firm he joined in 1989. He is also a partner in GRINS Enterprises, LLC. He graduated from Carolina in 1982 with a B.A. degree in political science and history. He is married to Beth Brady Duckett who also graduated from UNC. All three of their children have graduated from Carolina. His past service to the university includes work on the National Development Council, the Board of Visitors, the Steering Committee for the Carolina First Campaign and the board of WUNC FM. He established the Bill Guthridge Mathematics Scholarship and helped establish the Bill Guthridge Endowed Professorship in Mathematics along with John Burress. On the Board of

Trustees, he is Chairman of the University Affairs Committee, and serves on the Finance, Infrastructure and Audit Committee, the External Relations Committee and the Personnel Committee. He is a member of the executive board of the Rams Club. He has also served on numerous community boards.



Farr Curlin, Josiah C. Trent Professor of Medical Humanities. Dr. Curlin is a hospice and palliative care physician who joined Duke University in January 2014 where he holds joint appointments in the School of Medicine, including its Trent Center for Bioethics, Humanities & History of Medicine, and in Duke Divinity School, including its Initiative on Theology, Medicine and Culture. He works with Duke colleagues to foster scholarship, study, and training regarding the intersections of medicine, ethics, and religion. After graduating from medical school, he completed internal medicine residency training and fellowships in both health services research and clinical ethics at the University of Chicago before joining its faculty in 2003. Dr. Curlin's empirical research charts the influence of physicians' moral traditions and commitments, both religious and secular, on physicians' clinical practices. As an ethicist, he addresses questions regarding whether and in what ways physicians' religious commitments ought to shape their clinical practices in a plural democracy. Dr. Curlin and colleagues have authored numerous manuscripts published in medicine and bioethics literature, including a *New England Journal of Medicine* paper titled, "Religion, Conscience and Controversial Clinical Practices." He is particularly concerned with the moral and spiritual dimensions of medical practice and the doctor-patient relationship, and with the moral and professional formation of physicians. His areas of expertise are medicine, medical ethics, doctor-patient relationship, religion and medicine, and conscience. At the University of Chicago, Dr. Curlin founded and was co-director of the Program on Medicine and Religion.



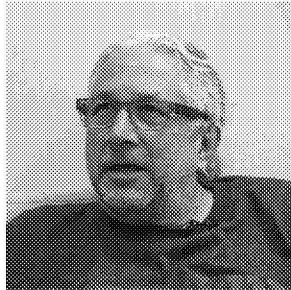
Rob Bryan, is an American politician and attorney from Charlotte, North Carolina. Rob was appointed by the NC General Assembly in 2017 to serve on the University of North Carolina System Board of Governors. His term will end in 2021. Bryan serves as the vice chair of the Committee on Educational Planning, Policies, and Programs, as a secretary of the Committee on Strategic Initiatives, and as a member of the Committee on Laboratory Schools.

In 2016, he became the Chief Development Officer for Cardinal Innovations Healthcare. He manages the organization's real estate holdings, purchasing, mobility strategies, and government relations. Prior to joining Cardinal, Bryan practiced law for 18 years. Most recently, he worked at the law firm of Womble, Carlyle, Sandridge, and Rice for over 10 years as a partner in the commercial real estate group.

Bryan is proud of his deep ties to education and the experiences that have helped shaped his service to this state. His mother and sister were both teachers and, prior to attending law school, he taught for two years with Teach for America.

Bryan is no stranger to public service. He was as a member of the North Carolina House of Representatives, representing District 88 in Charlotte, for two terms from 2013-16. During his tenure, he chaired the Education Appropriations Committee, the Judiciary IV Committee, and the

Joint Education Oversight Committee, as well as a number of House Select committees. He also served on the General Statutes Commission and continues to serve on the North Carolina Courts Commission. While in the legislature, he was selected as an Emerging Leader and attended the Emerging Leaders Program at the University of Virginia's Darden School of Administration. He also participated in the Global Leaders to India study program.



Lawrence Grossberg is the Morris Davis Distinguished Professor of Communication. He is from New York, where he attended Stuyvesant High School. He majored in Philosophy and Intellectual History (advisor Hayden White) at the University of Rochester. He studied with Stuart Hall at the Centre for Contemporary Cultural Studies in Birmingham England, and then completed his PhD with James Carey at the University of Illinois. After teaching at Purdue for a year, and Illinois for over twenty, he was hired at UNC- Chapel Hill in 1994 to help develop cultural studies in the department and as an interdisciplinary program. He has advised well over 50 doctoral students, winning awards not only for scholarship but for teaching and mentoring, from ICA, NCA, ACS and UNC. He has written about the specificity of cultural studies, developments in contemporary theory, U.S. popular music, youth culture and politics, the changing conditions of children in the U.S., the rise of new forms of conservatism and capitalism, countercultures, value theory, modernity, the state of progressive oppositional struggles in the US and the rise of populist conservatisms.

Potential Members



Donna Gilleskie is a professor in the Economics Department at the University of North Carolina at Chapel Hill. Her research focuses on the health, health insurance decisions, and medical care utilization of individuals and how these behaviors impact employment decisions and subsequent health. She was awarded the international Health Economics Association's Kenneth Arrow Award for the best published paper on health economics in 1998 (*Econometrica*, 1998).

Sarah A. Treul is an political institutions, courts. She earned her Wellesley College and from the University of voting behavior of U.S. in Congress. She is a decline in state polarization in



Associate Professor specializing in American with an emphasis on the U.S. Congress and B.A. in Political Science and Psychology from her M.A and Ph.D. (both in Political Science) Minnesota. Her research interests include the senators, bicameralism, and state delegations currently working on a project analyzing how economic interests has contributed to Congress.



Jacqueline C. Rivers has served as a lecturer at Harvard University and has presented at Princeton University, the University of Notre Dame, the University of Pennsylvania, the American Enterprise Institute, the Vatican, the United Nations and in several other venues. Her latest publication, co-authored with Harvard sociologist Orlando Patterson, appears in the volume The Cultural Matrix.

Jacqueline Rivers holds a PhD from Harvard University where she was a Doctoral Fellow in the Multidisciplinary Program in Inequality and Social Policy of the J. F. Kennedy School of Government and a Graduate Research Fellow of the National Science Foundation. She graduated from Harvard Radcliffe College (B.A. *summa cum laude*, Phi Beta Kappa and M.A., both in Psychology).



Molly Worthen is Associate Professor of History at UNC Chapel Hill. Her research focuses on North American religious and intellectual history, particularly the ideas and culture of conservative Christianity. Her most recent book examines American evangelical intellectual life since 1945. Worthen teaches courses in global Christianity, North American religious and intellectual culture, and the history of politics and ideology. In 2017 she received the Manekin Family Award for Teaching Excellence in Honors Carolina. She is also a contributing

opinion writer for the New York Times and has written about religion and politics for the New Yorker, Slate, the American Prospect, Foreign Policy, and other publications.

Message

From: Clemens, J. Christopher [/O=EXCHANGELABS/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=1E9A30C351E74258BD75BEA1EB62C71A-J. CHRISTOP]
Sent: 4/24/2019 11:30:50 AM
To: Myers, Richard Ernest II [/o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=0d393d810af1435d9992984aede7ba76-Richard E M]; Gilleskie, Donna B [/o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=c896d67116984050bdd50cd51121bfb3-Donna B Gil]; Lundberg, Christian O [/o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=f0daf07b0d9c454781a086b7655aad61-Christian O]; rpbryan 'cgduckett@battleandassociates.com' [cgduckett@battleandassociates.com]; 'farr.curlin@duke.edu' [farr.curlin@duke.edu]; 'Paul.Carrese@asu.edu' [Paul.Carrese@asu.edu]; 'rgeorge@Princeton.EDU' [rgeorge@Princeton.EDU]; 'rpgasst@Princeton.EDU' [rpgasst@Princeton.EDU]
CC: Cline, Alexis L [/o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=ef59890ca64a4e9f9869271431da4348-Alexis L Cl]
BCC: Terry Ellen Rhodes, Interim Dean [/o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=48ee146400334537b6a73f8b1288ae10-south_asdea]; Guskiewicz, Kevin M [/o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=458353a661564a7596bd0115e3a5c5f1-Kevin M Gus]
Subject: Re: Draft Agenda and Biographies
Attachments: FAQ.docx

Dear friends,

Thank you all for a very productive telephone call on Monday. As a follow-up I have made a doodle poll for our meeting in the fall semester. Each time slot is an afternoon and the following morning. Please fill it out within the next two weeks if you can.

<https://doodle.com/poll/c2rzw3c5bu4itq3z>

I am also copying a link to the statement that Robby mentioned here:

<https://jmp.princeton.edu/think-for-yourself-statement>

You will see that a number of our faculty signed it this past year.

Finally, I have looked into the history of other programs that faculty have formed on campus and they often prepare a set of ready answers to common questions that may come up. Please find attached a draft version of a "frequently asked questions" document. It is not meant to be a full description of the program as we still have to write that, but I want this to be available in some form as we move forward in case questions arise.

I will be in touch over the summer with more draft documents and information about the committee charge as we prepare for the August/September meeting and the external search.

Best regards,
Chris

*J. Christopher Clemens
Senior Associate Dean for Research and Innovation
Jaroslav Folda Distinguished Professor of Physics and Astronomy
205 South Building CB# 3100*

Chapel Hill, NC 27599
Phone: (919) 962-1165

The Program for Civic Virtue and Civil Discourse

1. What is this program?

The Program for Civic Virtue and Civil Discourse will bring together faculty from all of the divisions of the College of Arts and Sciences and other schools to explore contemporary questions that (1) require the broadest interdisciplinary approaches to address and (2) relate to the civic and political engagement of our community of students, teachers, researchers, and scholars. We will approach these questions with humility in a spirit of intellectual friendship, even when they require contesting deeply held ideas and convictions. We will employ the full breadth of classical and contemporary intellectual traditions available in the academy, which we conceive as extending beyond our particular campus.

The program will be student-centered, focusing on developing and teaching courses in the new IDEAS in Action curriculum, bringing visitors to campus who can enrich our conversation, and providing “campus life experience” events that align to courses in the curriculum.

2. Why is this program necessary? Don't our faculty do this already?

Faculty have many demands on their time, including the imperative to engage in their disciplinary scholarship, the necessity of teaching domain-specific knowledge, and the need to mentor individual graduate and undergraduate students. These demands often limit the ability of faculty to engage in broader conversations or to develop general education courses in which they can deliberate with our students over big questions that transcend disciplinary boundaries. This program will represent a countervailing force to the demands of the academy that tend to isolate and narrow the focus of faculty. It will also provide resources to relieve faculty of some of their competing obligations so they may participate in the program. This intentional approach is not only vital to the health of the academy, but it will also be a practical help in building out our new IDEAS in Action curriculum.

3. What specific objective of the curriculum is this program most aligned with?

One ambition of our new curriculum is to re-center the liberal arts education on objectives that extend beyond career preparation. The IDEAS in Action proposal invokes the ideas of Danielle Allen (*Education and Equality*), who building on Hannah Arendt, lays out “four basic human potentialities that should be activated by education:”

1. Prepare ourselves for bread-winning work (labor, part 1).
2. Prepare ourselves for civic and political engagement (action).
3. Prepare ourselves for creative self-expression and worldmaking (work).
4. Prepare ourselves for rewarding relationships in spaces of intimacy and leisure (labor, part 2, overlapping with work).

The ambition of this program is to focus on items 2 and 4. By helping our students understand, explore, and contest ideas of civic virtue, and the modes of discourse it requires, we will prepare them for action in the world. By cultivating the deep friendships that can grow from debating, crafting, and grasping at civic ideals, we will prepare them for meaningful lives.

3. How is this program different from others with similar objectives in the College, like the Institute for Arts and Humanities, or the Program in Philosophy, Politics, and Economics, or the proposed Institute for Convergent Science?

The program shares some features with these programs but serves different objectives and demographics. The IAH is faculty-centered in its mission, which it describes as “empowering faculty to achieve their full potential by creating community and cultivating leadership.” The PPE program shares a focus on political and civic life, and seeks to integrate and apply “the methods, tools, and insights of philosophy, politics, and economics” in a minor and certificate program. In contrast, the new program will take a convergent approach, elevating the most important contemporary questions to the attention of students and faculty alike, and drawing together whatever disciplinary expertise is relevant to the questions. In this way, the program will be inclusive to questions of civic life or politics that require, for example, quantitative data from the social sciences or physical principles from the natural sciences. The program will promote the incorporation of these questions into courses like triple-I and campus life events, focusing on the general education curriculum rather than on a new major or minor.

In its convergent or “question centered” approach the program is similar to the new Institute for Convergent Science (ICS). However, the focus of the ICS is to bring together talented teams of innovators, who “through creative partnerships and a new Innovation Framework will speed the translation of basic research into solutions for the world.” Although the problems addressed in the ICS will bear some relationship to our common life, the ICS is not concerned specifically with preparing students for engagement in civic and political life.

4. Is the program being formed at the request of the UNC Board of Governors, or as part of an attempt to make the campus “more conservative?”

No. The program is being formed to expand our intellectual and curricular approach to important questions of the day, especially those that relate to our shared civil life, and the discourse that enlivens and enriches it. The intellectual and organizational shape of the program is being developed by faculty in the College of Arts and Sciences who are enthusiastic about the program and its objectives. Some of these faculty are serving on an advisory committee that will help draft a mission for the program. This committee is chaired by Princeton Professor Robby George and the initial idea for our program grew out of conversations between Professor George and former UNC system president Margaret Spellings, former chancellor Carol Folt, Interim Chancellor Kevin Guskiewicz, and Board of Governors members who visited Robby George and his James Madison Program in American Ideals and Institutions.

5. Who is funding the program? What conditions have been attached to the gifts?

A variety of private foundations and individuals have expressed interest in supporting the program. As is the case with every other contribution it receives, the College will not accept gifts that limit academic freedom, attempt to stipulate the shape of courses or curricula or the shrink the areas of inquiry or pedagogy open to faculty in the program.

Message

From: Clemens, J. Christopher [/O=EXCHANGELABS/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=1E9A30C351E74258BD75BEA1EB62C71A-J. CHRISTOP]
Sent: 4/22/2019 9:20:30 PM
To: Rob Bryan
Subject: Re: Draft Agenda and Biographies

Rob,

These are all great ideas. A key moment will be the announcement that we are going forward with this board and the hiring of a director. I am hoping to hire a fellow from recent graduates (not current student) this summer, and we can have external advisory board once we get going.

The best state support we could have would be matching funds for any professorship money donated. There is a program for this, but it this program could get some priority in it without compromising the existing requests that would help us stretch private dollars.

Keep this list for discussion in our meeting in the Fall.

Chris

*J. Christopher Clemens
Senior Associate Dean for Research and Innovation
Jaroslav Folda Distinguished Professor of Physics and Astronomy
205 South Building CB# 3100
Chapel Hill, NC 27599
Phone: (919) 962-1165*

From: Rob Bryan
Sent: Monday, April 22, 2019 6:16 PM
To: Clemens, J. Christopher
Subject: RE: Draft Agenda and Biographies

Thanks Chris.

Some random follow-up thoughts/questions.

1. Should we consider a non-voting student (grad or undergrad) like the BOG has?
2. Have we thought of a secondary advisory board of more limited involvement, both for academic or fundraising support? This might be a down-the-road idea. I could imagine folks like Margaret Spellings, Arthur Brooks, etc. as possibly involved. I can also imagine a range of professors that might be interested in involvement that might spur other institutions to similar programs.
3. In addition to the faculty director, are we likely to hire a director of development type person?
4. I think the idea of a Center like this really does strike at the purpose of the University – I think my question to you was partially oriented around the “rationale choice” premise – if these professors make commitments to bringing the “best of” thoughts in various disciplines it would be a huge win and the premise alone seems to provide some protection.

5. Do we know where we stand on the idea of asking for any state support? I think I mentioned the concept of a pot of money that could be applied for by different institutions. We don't have to make a call on this, but if it is of interest, I think it is good to educate legislators on the ongoing work (on both sides of the aisle).

I am sure that I have some other thoughts that will trickle out over time. I also have loved reading J. Budziszewski's book *Revenge of Conscience*. Fairly amazing read as a politician!

Thanks for your work on this. Happy Easter.

Rob

From: Clemens, J. Christopher <clemens@physics.unc.edu>
Sent: Saturday, April 20, 2019 9:08 AM
To: Myers, Richard Ernest II <rmyers@email.unc.edu>; Gilleskie, Donna B <donna_gilleskie@unc.edu>; Lundberg, Christian O <clundber@email.unc.edu>; rpbryan
'cgduckett@battleandassociates.com' <cgduckett@battleandassociates.com>; 'farr.curlin@duke.edu' <farr.curlin@duke.edu>; 'Paul.Carrese@asu.edu' <Paul.Carrese@asu.edu>; 'rgeorge@Princeton.EDU' <rgeorge@Princeton.EDU>; 'rpgasst@Princeton.EDU' <rpgasst@Princeton.EDU>
Cc: Cline, Alexis L <alexis@unc.edu>
Subject: Draft Agenda and Biographies

Dear friends,

Please find attached a draft agenda for Monday's meeting, along with a draft of your biographical information. Please send any edits (using track changes) to Alexis Cline. Also, please do not redistribute this document. Some of the potential members have not been contacted yet. I look forward to meeting with you all on Monday.

Chris

*J. Christopher Clemens
Senior Associate Dean for Research and Innovation
Jaroslav Folda Distinguished Professor of Physics and Astronomy
205 South Building CB# 3100
Chapel Hill, NC 27599
Phone: (919) 962-1165*

From: Cline, Alexis L
Sent: Thursday, April 18, 2019 12:42 PM
To: Myers, Richard Ernest II; Gilleskie, Donna B; Lundberg, Christian O; rpbryan
'cgduckett@battleandassociates.com'; 'farr.curlin@duke.edu'; 'Paul.Carrese@asu.edu';
'rgeorge@Princeton.EDU'; 'rpgasst@Princeton.EDU'
Cc: Clemens, J. Christopher
Subject: Monday, April 22nd at 4 PM

Good afternoon,

I wanted to send you the link for the Monday conference. If you are on campus and would like to participate in person, please feel free to do so. We will be meeting in 205 South. If you are not on campus, you can click on this zoom link to be connected via video conference. If you have any questions, please do not hesitate to contact me. Thanks

Alexis Cline
Executive Assistant to the Dean
College of Arts and Sciences
UNC Chapel Hill
205 South Building, CB 3100
Chapel Hill, NC 27599
919-962-3082
alexis@unc.edu

Message

From: Clemens, J. Christopher [/O=EXCHANGELABS/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=1E9A30C351E74258BD75BEA1EB62C71A-J. CHRISTOP]
Sent: 4/20/2019 9:08:12 AM
To: Myers, Richard Ernest II [/o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=0d393d810af1435d9992984aede7ba76-Richard E M]; Gilleskie, Donna B [/o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=c896d67116984050bdd50cd51121bfb3-Donna B Gil]; Lundberg, Christian O [/o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=f0daf07b0d9c454781a086b7655aad61-Christian O]; rpbryan.
'cgduckett@battleandassociates.com' [cgduckett@battleandassociates.com];
'farr.curlin@duke.edu' [farr.curlin@duke.edu]; 'Paul.Carrese@asu.edu' [Paul.Carrese@asu.edu];
'rgeorge@Princeton.EDU' [rgeorge@Princeton.EDU]; 'rpgasst@Princeton.EDU' [rpgasst@Princeton.EDU]
CC: Cline, Alexis L [/o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=ef59890ca64a4e9f9869271431da4348-Alexis L CI]
Subject: Draft Agenda and Biographies
Attachments: PCVCD_advisory.docx; PCVCDAgenda April 22.docx

Dear friends,

Please find attached a draft agenda for Monday's meeting, along with a draft of your biographical information. Please send any edits (using track changes) to Alexis Cline. Also, please do not redistribute this document. Some of the potential members have not been contacted yet. I look forward to meeting with you all on Monday.

Chris

*J. Christopher Clemens
Senior Associate Dean for Research and Innovation
Jaroslav Folda Distinguished Professor of Physics and Astronomy
205 South Building CB# 3100
Chapel Hill, NC 27599
Phone: (919) 962-1165*

From: Cline, Alexis L
Sent: Thursday, April 18, 2019 12:42 PM
To: Myers, Richard Ernest II; Gilleskie, Donna B; Lundberg, Christian O; rpbryan.
'cgduckett@battleandassociates.com'; 'farr.curlin@duke.edu'; 'Paul.Carrese@asu.edu'; 'rgeorge@Princeton.EDU';
'rpgasst@Princeton.EDU'
Cc: Clemens, J. Christopher
Subject: Monday, April 22nd at 4 PM

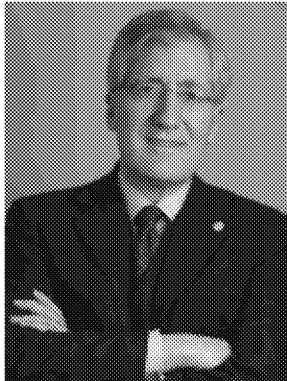
Good afternoon,

I wanted to send you the link for the Monday conference. If you are on campus and would like to participate in person, please feel free to do so. We will be meeting in 205 South. If you are not on campus, you can click on this zoom link to be connected via video conference. If you have any questions, please do not hesitate to contact me. Thanks

Alexis Cline
Executive Assistant to the Dean
College of Arts and Sciences
UNC Chapel Hill
205 South Building, CB 3100
Chapel Hill, NC 27599
919-962-3082
alexis@unc.edu

Biographies for Advisory Committee

Chair



Robert P. George, McCormick Professor of Jurisprudence, Director, James Madison Program.

Robert P. George is McCormick Professor of Jurisprudence and Director of the James Madison Program in American Ideals and Institutions at Princeton University. He is also frequently a Visiting Professor at Harvard Law School.

In addition to his academic service, Professor George has served as Chairman of the U.S. Commission on International Religious Freedom. He has also served on the President's Council on Bioethics, as a presidential appointee to the United States Commission on Civil Rights, and as the U.S. member of UNESCO's World Commission on the Ethics of Science and Technology.

He is a former Judicial Fellow at the Supreme Court of the United States, where he received the Justice Tom C. Clark Award.

He serves on the boards of the John M. Templeton Foundation Religion Trust, the Lynde and Harry Bradley Foundation, the Ethics and Public Policy Center, the Becket Fund for Religious Liberty, the National Center on Sexual Exploitation, and the Center for Individual Rights, among others.

Professor George is author of *Making Men Moral: Civil Liberties and Public Morality* (Oxford University Press, 1993), *In Defense of Natural Law* (Oxford University Press, 1999), *The Clash of Orthodoxies* (ISI, 2001) and *Conscience and Its Enemies* (ISI, 2013). He is co-author of *Conjugal Union: What Marriage Is* (Cambridge University Press, 2014), *Embryo: A Defense of Human Life* (2nd edition, Doubleday, 2011), *Body-Self Dualism in Contemporary Ethics and Politics* (Cambridge University Press, 2008), and *What is Marriage?* (Encounter, 2012). He is editor of several volumes, including *Natural Law Theory: Contemporary Essays* (Oxford University Press, 1992), *The Autonomy of Law: Essays on Legal Positivism* (Oxford University Press, 1996), *Natural Law, Liberalism, and Morality* (Oxford University Press, 1996), and *Great Cases in Constitutional Law* (Princeton University Press, 2000), and co-editor of the *Cambridge Companion to Natural Law* (Cambridge University Press, 2017).

Professor George's articles and review essays have appeared in the *Harvard Law Review*, the *Yale Law Journal*, the *Columbia Law Review*, the *University of Chicago Law Review*, the *Review of Politics*, the *Review of Metaphysics*, and the *American Journal of Jurisprudence*. He has also written for the *New York Times*, the *Wall Street Journal*, the *Washington Post*, *First Things*, the *Boston Review*, and the *Times Literary Supplement*.

A graduate of Swarthmore College, Professor George holds M.T.S. and J.D. degrees from Harvard University and the degrees of D.Phil., B.C.L., and D.C.L. from Oxford University. He was elected to Phi Beta Kappa at Swarthmore and received a Frank Knox Fellowship from Harvard for graduate study in law and philosophy at Oxford. He holds nineteen honorary degrees, including doctorates of law, letters, ethics, science, divinity, humane letters, civil law, law and moral values, humanities, and juridical science.

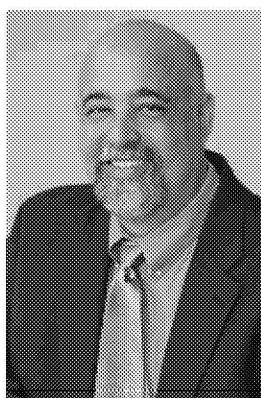
Professor George is a recipient of the United States Presidential Citizens Medal, the Honoric Medal for the Defense of Human Rights of the Republic of Poland, the Bradley Prize for Intellectual and Civic Achievement, the Philip Merrill Award of the American Council of Trustees and Alumni, the Paul Bator Award of the Federalist Society for Law and Public Policy, the Sidney Hook Award of the National Association of Scholars, a Silver Gavel Award of the American Bar Association, the Charles Fried Award of the Harvard Law School Federalist Society, the Irving Kristol Award of the American Enterprise Institute, and Princeton University's President's Award for Distinguished Teaching.

Baylor University has named its new Washington, D.C.-based program the "Robert P. George Initiative in Faith, Ethics, and Public Policy."

Confirmed Members



Paul Carrese is founding Director of the School of Civic & Economic Thought and Leadership at Arizona State University, which reconnects liberal education and civic education to prepare leaders for public affairs and civil society. It is the only such department at a major American university, offering undergraduate and graduate degrees and sponsoring an array of programs; see <https://scetl.asu.edu/>. For two decades, Carrese was professor of Political Science at the U.S. Air Force Academy, where he co-founded and directed the Academy's "Great Books" honors program. He has been a Rhodes Scholar at Oxford, a post-doctoral fellow at Harvard, a Fulbright Fellow at Delhi University, and Forbes Visiting Fellow in the James Madison Program, Princeton. He is author of *The Cloaking of Power: Montesquieu, Blackstone, and the Rise of Judicial Activism* (Chicago, 2003, 2013), and *Democracy in Moderation: Montesquieu, Tocqueville, and Sustainable Liberalism* (Cambridge, 2016, 2018), along with many articles and book chapters. He has co-edited John Marshall's *The Life of George Washington* (Liberty Fund, 2001); *Constitutionalism, Executive Power, and the Spirit of Moderation* (SUNY, 2016); and *American Grand Strategy: War, Justice, and Peace in American Political Thought* (Johns Hopkins, forthcoming). Professor Carrese earned two Master's degrees from Oxford, in Politics & Philosophy and in Theology, and a Ph.D. in Political Science from Boston College. He has served on Rhodes Scholarship final selection committees for 25 years, and serves on the advisory board of the Institute for Classical Education, a project of the Great Hearts Academies.



Richard E. Myers, Henry Brandis Distinguished Professor of Law is a native of Kingston, Jamaica. Myers was a Chancellors Scholar at the UNC School of Law, where he graduated with high honors in 1998. Upon

graduation from law school, he clerked in Washington, D.C., for the Hon. David Sentelle on the United States Court of Appeals for the D.C. Circuit, and then entered private practice as a litigator for O'Melveny & Myers, LLP, in Los Angeles California. After two years with the White Collar Criminal Law and Environmental and regulatory Compliance Practice Group, he left private practice in January 2002 to become an Assistant United States Attorney in the Central District of California. In September, 2002, he transferred to the Eastern District of North Carolina in Raleigh, where he prosecuted white collar and violent crimes, and headed the district's Violent Crimes Task Force for Wilmington and New Hanover and Pender Counties.

Myers joined the UNC Law School faculty in July 2004. He teaches Criminal Law, Criminal Procedure, Ethics, an a seminar on White Collar Crime.



Christian Lundberg, Associate Professor in Communication and Co-Director of the University Program in Cultural Studies.

Lundberg's teaching and research interests include theories of the public and public discourse, public speaking, rhetorical theory, debate and deliberation, critical theory, and Cultural Studies. Dr. Lundberg also teaches the First Year Seminar "Think, Speak, Argue," which focuses on debate and public speaking skills as pedagogical tools and as critical components of democratic life.

Lundberg's current research focuses on theories of the public as a social and discursive form, and on the animating principles for public discourses and identities. In addition, he has written a number pieces that unpack forms of discourse constituting specific publics, with special attention to the intersection between publics and religious discourse in Islam and Evangelical Christianity.

At the level of specific practices of public discourse and pedagogy, his work focuses on rhetorical theory, and on debate and public speaking as critical democratic forms.



Chuck Duckett is Vice Chair of the UNC Board of Trustees. He is a partner in Battle & Associates, Inc., a marketing services firm he joined in 1989. He is also a partner in GRINS Enterprises, LLC. He graduated from Carolina in 1982 with a B.A. degree in political science and history. He is married to Beth Brady Duckett who also graduated from UNC. All three of their children have graduated from Carolina. His past service to the university includes work on the National Development Council, the Board of Visitors, the Steering Committee for the Carolina First Campaign and the board of WUNC FM. He established the Bill Guthridge Mathematics Scholarship and helped establish the Bill Guthridge Endowed

Professorship in Mathematics along with John Burrell. On the Board of Trustees, he is Chairman of the University Affairs Committee, and serves on the Finance, Infrastructure and Audit Committee, the External Relations Committee and the Personnel Committee. He is a member of the executive board of the Rams Club. He has also served on numerous community boards.



Farr Curlin, Josiah C. Trent Professor of Medical Humanities. Dr. Curlin is a hospice and palliative care physician who joined Duke University in January 2014 where he holds joint appointments in the School of Medicine, including its Trent Center for Bioethics, Humanities & History of Medicine, and in Duke Divinity School, including its Initiative on Theology, Medicine and Culture. He works with Duke colleagues to foster scholarship, study, and training regarding the intersections of medicine, ethics, and religion. After graduating from medical school, he completed internal medicine residency training and fellowships in both health services research and clinical ethics at the University of Chicago before joining its faculty in 2003. Dr. Curlin's empirical research charts the influence of physicians' moral traditions and commitments, both religious and secular, on physicians' clinical practices. As an ethicist, he addresses questions regarding whether and in what ways physicians' religious commitments ought to shape their clinical practices in a plural democracy. Dr. Curlin and colleagues have authored numerous manuscripts published in medicine and bioethics literature, including a *New England Journal of Medicine* paper titled, "Religion, Conscience and Controversial Clinical Practices." He is particularly concerned with the moral and spiritual dimensions of medical practice and the doctor-patient relationship, and with the moral and professional formation of physicians. His areas of expertise are medicine, medical ethics, doctor-patient relationship, religion and medicine, and conscience. At the University of Chicago, Dr. Curlin founded and was co-director of the Program on Medicine and Religion.



Rob Bryan, is an American politician and attorney from Charlotte, North Carolina. Rob was appointed by the NC General Assembly in 2017 to serve on the University of North Carolina System Board of Governors. His term will end in 2021. Bryan serves as the vice chair of the Committee on Educational Planning, Policies, and Programs, as a secretary of the Committee on Strategic Initiatives, and as a member of the Committee on Laboratory Schools.

In 2016, he became the Chief Development Officer for Cardinal Innovations Healthcare. He manages the organization's real estate holdings, purchasing, mobility strategies, and government relations. Prior to joining Cardinal, Bryan practiced law for 18 years. Most recently, he worked at the law firm of Womble, Carlyle, Sandridge, and Rice for over 10 years as a partner in the commercial real estate group.

Bryan is proud of his deep ties to education and the experiences that have helped shaped his service to this state. His mother and sister were both teachers and, prior to attending law school, he taught for two years with Teach for America.

Bryan is no stranger to public service. He was as a member of the North Carolina House of Representatives, representing District 88 in Charlotte, for two terms from 2013-16. During his tenure, he chaired the Education Appropriations Committee, the Judiciary IV Committee, and the

Joint Education Oversight Committee, as well as a number of House Select committees. He also served on the General Statutes Commission and continues to serve on the North Carolina Courts Commission. While in the legislature, he was selected as an Emerging Leader and attended the Emerging Leaders Program at the University of Virginia's Darden School of Administration. He also participated in the Global Leaders to India study program.

Potential Members



Danielle Allen, James Bryant Conant University Professor at Harvard University, and Director of Harvard's Edmond J. Safra Center for Ethics, is a political theorist who has published broadly in democratic theory, political sociology, and the history of political thought. Widely known for her work on justice and citizenship in both ancient Athens and modern America, Allen is the author of *The World of Prometheus: The Politics of Punishing in Democratic Athens* (2000), *Talking to Strangers: Anxieties of Citizenship since Brown vs. the Board of Education* (2004), *Why Plato Wrote* (2010), *Our Declaration: A Reading of the Declaration of Independence in Defense of Equality* (2014), *Education and Equality* (2016), and *Cuz: The Life and Times of Michael A.* (2017). She is the co-editor of the award-winning *Education, Justice, and Democracy* (2013, with Rob Reich) and *From Voice to Influence: Understanding Citizenship in the Digital Age* (2015, with Jennifer Light). She is a former Chair of the Mellon Foundation Board, past Chair of the Pulitzer Prize Board, and a member of the American Academy of Arts and Sciences and the American Philosophical Society.

Allen is also the principal investigator for the Democratic Knowledge Project, a distributed research and action lab at Harvard University. The Democratic Knowledge Project seeks to identify, strengthen, and disseminate the bodies of knowledge, skills, and capacities that democratic citizens need in order to succeed at operating their democracy. The lab currently has three projects underway: the Declaration Resources Project, the Humanities and Liberal Arts Assessment Project (HULA), and the Youth and Participatory Politics Action and Reflection Frame.



Donna Gilleskie is a professor in the Economics Department at the University of North Carolina at Chapel Hill. Her research focuses on the health, health insurance decisions, and medical care utilization of individuals and how these behaviors impact employment decisions and subsequent health. She was awarded the international Health Economics Association's Kenneth Arrow Award for the best published paper on health economics in 1998 (*Econometrica*, 1998).



Carissa Byrne Hessick is the Anne Shea Ransdell and William Garland "Buck" Ransdell, Jr. Distinguished Professor of Law and Associate Dean for Faculty Development in the UNC School of Law. She received her B.A. from Columbia University and her J.D. from Yale Law School, where she was an editor of the *Yale Law Journal* and winner of the Potter Stewart Prize for the Morris Tyler Moot Court of Appeals. After graduating from law school, she clerked for Judge Barbara S. Jones on the Southern District of New York and for Judge A. Raymond Randolph on the D.C. Circuit. She also worked as a litigation associate at Wachtell, Lipton, Rosen & Katz in New York City.

Before joining the faculty at Carolina Law, Professor Hessick taught on the faculties at Arizona State University's Sandra Day O'Connor College of Law and the University of Utah's S.J. Quinney College of Law. She also spent two years as a Climenko Fellow at Harvard Law School. While at Arizona State, Professor Hessick won the Outstanding Teacher Award, which is awarded based on a vote of the graduating class. Professor Hessick's areas of research and expertise include criminal sentencing, criminal law, and child pornography.



Jacqueline C. Rivers has served as a lecturer at Harvard University and has presented at Princeton University, the University of Notre Dame, the University of Pennsylvania, the American Enterprise Institute, the Vatican, the United Nations and in several other venues. Her latest publication, co-authored with Harvard sociologist Orlando Patterson, appears in the volume *The Cultural Matrix*.

Jacqueline Rivers holds a PhD from Harvard University where she was a Doctoral Fellow in the Multidisciplinary Program in Inequality and Social Policy of the J. F. Kennedy School of Government and a Graduate Research Fellow of the National Science Foundation. She graduated from Harvard Radcliffe College (B.A. *summa cum laude*, Phi Beta Kappa and M.A., both in Psychology).



Molly Worthen is Associate Professor of History at UNC Chapel Hill. Her research focuses on North American religious and intellectual history, particularly the ideas and culture of conservative Christianity. Her most recent book examines American evangelical intellectual life since 1945. Worthen teaches courses in global Christianity, North American religious and intellectual culture, and the history of politics and ideology. In 2017 she received the Manekin Family Award for Teaching Excellence in Honors Carolina. She is also a contributing opinion writer for the New York Times and has written about religion and politics for the New Yorker, Slate, the American Prospect, Foreign Policy, and other publications.

Program in Civic Virtue and Civil Discourse

Advisory Group Teleconference, April 22, 2019 4:00 p.m.,

205 South Building (and Zoom)

Join Zoom Meeting

<https://unc.zoom.us/j/740639484>

Dial by your location

+1 929 436 2866 US (New York)

+1 669 900 6833 US (San Jose)

Meeting ID: 740 639 484

Find your local number: <https://zoom.us/u/aboEySWE0m>

Agenda:

1. Welcome and Introductions (George)
2. Overview of Aspirations for Program (Clemens)
3. Completing the Advisory Board Appointments (Clemens)
4. Schedule for Meetings (George)
5. Search for Leader of the Program (Clemens and George)

Message

From: Clemens, J. Christopher [/O=EXCHANGELABS/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=1E9A30C351E74258BD75BEA1EB62C71A-J. CHRISTOP]
Sent: 8/27/2018 9:41:19 PM
To: Evans, Charles R [/o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=6d6b0436acec47a3ac3b98f7495fb84d-Charles R E]
Subject: Fw: Re-release of "Think for Yourself"

I have signed on.

*J. Christopher Clemens
Senior Associate Dean for Natural Sciences
Jaroslav Folda Distinguished Professor of Physics and Astronomy
205 South Building CB# 3100
Chapel Hill, NC 27599
Phone: (919) 962-1165*

From: Robert P. George
Sent: Monday, August 27, 2018 6:02 PM
To: paul.bloom@yale.edu; Elizabeth C. Bogan <ebogan@exchange.Princeton.EDU>; Christakis, Nicholas <nicholas.christakis@yale.edu>; carlos.eire@yale.edu; Maria E. Garlock <mgarlock@exchange.Princeton.EDU>; David Gelernter <glendon@law.harvard.edu>; William Happer <happer@exchange.Princeton.EDU>; Martha Himmelfarb <himmelfa@exchange.Princeton.EDU>; Joshua T. Katz <jtkatz@exchange.Princeton.EDU>; Thomas P. Kelly <tkelly@exchange.Princeton.EDU>; John B. Londregan <jbl@exchange.Princeton.EDU>; Levenson, Jon D. <jlevenson@hds.harvard.edu>; Mooney, Margarita <margarita.mooney@ptsem.edu>; Michael A. Reynolds <mar123@exchange.Princeton.EDU>; jacqueline rivers <irodriagu@exchange.Princeton.EDU>; Harvey S. Rosen <hsr@exchange.Princeton.EDU>; noel.valis@yale.edu; VanderWeele, Tyler J. <tvanderw@hsph.harvard.edu>; Adrian Vermeule <adrian.vermeule@icloud.com>; Keith E. Whittington <kewhitt@exchange.Princeton.EDU>; bglisic@OPrinceton.EDU; Marta Tienda <tienda@exchange.Princeton.EDU>; Robert Hollander <bobh@exchange.Princeton.EDU>
Cc: Debby Parker <djparker@exchange.Princeton.EDU>; Bradford P. Wilson <bpwilson@exchange.Princeton.EDU>; Duanyi Wang <duanyi@exchange.Princeton.EDU>; Ch'nel D. Duke <cduke@exchange.Princeton.EDU>; Evelyn M. Behling <ebehling@exchange.Princeton.EDU>
Subject: Re-release of "Think for Yourself"

Esteemed Colleagues and Friends:

Last year at this time, with the academic year beginning, we released our "Think for Yourself" statement. It drew a wide audience and was extremely well-received. The feedback from students, parents and grandparents of students, and high school and college teachers was terrific.

With that success in mind, we've decided to re-release the statement and this time make it possible for other professors at colleges and universities around the country (not just Harvard, Yale, and Princeton) to join us as signers. Here's the statement with a link for people to use to provide their names and institutional affiliations.

<https://jmp.princeton.edu/think-for-yourself-statement>

I'd be grateful for your help in encouraging academic colleagues at your home institutions and elsewhere to join as signers. For those of you who use social media, it would be great if you could let people know about the statement (and the opportunity to sign it) by saying something on Facebook, Twitter, etc. I'll be doing that myself.

Thanks.

Best wishes for the new school year!

Robby

PS: I hope you all know about our colleague Keith Whittington's terrific new book *Speak Freely: Why Universities Must Defend Free Speech*. Here at Princeton, President Christopher Eisgruber has made it the freshman "pre-read." Copies are being given not only to freshmen but to all our students. The book is published by Princeton University Press in the New Forum Books series of which I am General Editor. If you do not have a copy and would like one, please let me send one to you as a gift. Just please let me have an address to which to direct it.

=====

Robert P. George

Visiting Professor

Harvard Law School

and

McCormick Professor of Jurisprudence

Director of the James Madison Program in

American Ideals and Institutions

Princeton University

112 Fisher Hall

Princeton, NJ 08544

(609) 258-3270

(609) 258-6837 (fax)

rgeorge@princeton.edu

Message

From: Clemens, J. Christopher [/O=EXCHANGELABS/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=1E9A30C351E74258BD75BEA1EB62C71A-J. CHRISTOP]
Sent: 8/27/2018 9:36:48 PM
To: William Happer [happer@Princeton.EDU]
CC: Robert P. George [rgeorge@Princeton.EDU]
Subject: Re: Re-release of "Think for Yourself"

Will,

I will be happy to participate and to forward to other faculty here. Thanks for thinking of me.

Christian had some news about you, but has not shared it with me yet. We have had rather a rough beginning to the year here as you have probably seen. I should catch up with him later in the week.

Regards,
Chris

*J. Christopher Clemens
Senior Associate Dean for Natural Sciences
Jaroslav Folda Distinguished Professor of Physics and Astronomy
205 South Building CB# 3100
Chapel Hill, NC 27599
Phone: (919) 962-1165*

From: William Happer <happer@Princeton.EDU>
Sent: Monday, August 27, 2018 6:06 PM
To: Clemens, J. Christopher
Cc: Robert P. George
Subject: FW: Re-release of "Think for Yourself"

Dear Chris,

I am not sure if your current position as Dean might preclude you from lending your name to this effort. But I hope you can, and that you can persuade others at UNC to join you.

Will

From: Robert P. George
Sent: Monday, August 27, 2018 6:02 PM
To: paul.bloom@yale.edu; Elizabeth C. Bogan <ebogan@exchange.Princeton.EDU>; Christakis, Nicholas <nicholas.christakis@yale.edu>; carlos.eire@yale.edu; Maria E. Garlock <mgarlock@exchange.Princeton.EDU>; David Gelernter
(glendon@law.harvard.edu) <glendon@law.harvard.edu>; William Happer <happer@exchange.Princeton.EDU>; Martha Himmelfarb <himmelfa@exchange.Princeton.EDU>; Joshua T. Katz <jtkatz@exchange.Princeton.EDU>; Thomas P. Kelly <tkelly@exchange.Princeton.EDU>; John B. Londregan <jbl@exchange.Princeton.EDU>; Levenson, Jon D. <jlevenson@hds.harvard.edu>; Mooney,
Mary Ann Glendon

Margarita <margarita.mooney@ptsem.edu>; Michael A. Reynolds <mar123@exchange.Princeton.EDU>;
jacqueline rivers Ignacio Rodriguez-Iturbe
<irodrigu@exchange.Princeton.EDU>; Harvey S. Rosen <hsr@exchange.Princeton.EDU>; noel.valis@yale.edu;
VanderWeele, Tyler J. <tvanderw@hsph.harvard.edu>; Adrian Vermeule <adrian.vermeule@icloud.com>;
Keith E. Whittington <kewhitt@exchange.Princeton.EDU>; bglicic@OPrinceton.EDU; Marta Tienda
<tienda@exchange.Princeton.EDU>; Robert Hollander <bobh@exchange.Princeton.EDU>
Cc: Debby Parker <djparker@exchange.Princeton.EDU>; Bradford P. Wilson
<bpwilson@exchange.Princeton.EDU>; Duanyi Wang <duanyi@exchange.Princeton.EDU>; Ch'nel D. Duke
<cduke@exchange.Princeton.EDU>; Evelyn M. Behling <ebehling@exchange.Princeton.EDU>
Subject: Re-release of "Think for Yourself"

Esteemed Colleagues and Friends:

Last year at this time, with the academic year beginning, we released our "Think for Yourself" statement. It drew a wide audience and was extremely well-received. The feedback from students, parents and grandparents of students, and high school and college teachers was terrific.

With that success in mind, we've decided to re-release the statement and this time make it possible for other professors at colleges and universities around the country (not just Harvard, Yale, and Princeton) to join us as signers. Here's the statement with a link for people to use to provide their names and institutional affiliations.

<https://imp.princeton.edu/think-for-yourself-statement>

I'd be grateful for your help in encouraging academic colleagues at your home institutions and elsewhere to join as signers. For those of you who use social media, it would be great if you could let people know about the statement (and the opportunity to sign it) by saying something on Facebook, Twitter, etc. I'll be doing that myself.

Thanks.

Best wishes for the new school year!

Robby

PS: I hope you all know about our colleague Keith Whittington's terrific new book *Speak Freely: Why Universities Must Defend Free Speech*. Here at Princeton, President Christopher Eisgruber has made it the freshman "pre-read." Copies are being given not only to freshmen but to all our students. The book is published by Princeton University Press in the New Forum Books series of which I am General Editor. If you do not have a copy and would like one, please let me send one to you as a gift. Just please let me have an address to which to direct it.

=====
Robert P. George
Visiting Professor
Harvard Law School
and
McCormick Professor of Jurisprudence
Director of the James Madison Program in
American Ideals and Institutions

Princeton University
112 Fisher Hall
Princeton, NJ 08544
(609) 258-3270
(609) 258-6837 (fax)
rgeorge@princeton.edu

Message

From: Clemens, J. Christopher [/O=EXCHANGELABS/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=1E9A30C351E74258BD75BEA1EB62C71A-J. CHRISTOP]
Sent: 3/30/2018 11:31:45 AM
To: Paul Carrese [Paul.Carrese@asu.edu]
Subject: Re: New Center at UNC

Thanks Paul. I'll let you know how we fare with donors and th chancellor.

Chris

*J. Christopher Clemens
Senior Associate Dean for Natural Sciences
Jaroslav Folda Distinguished Professor of Physics and Astronomy
205 South Building CB# 3100
Chapel Hill, NC 27599
Phone: (919) 962-1165*

From: Paul Carrese <Paul.Carrese@asu.edu>
Sent: Thursday, March 29, 2018 7:54 PM
To: Clemens, J. Christopher
Subject: RE: New Center at UNC

Hello Chris,

Sorry for the tardy reply on the one information item you requested from me – regarding a stipend or some form of pay for board members. As it turns out, only one national board member really jumped in with both feet; he offered to undertake fundamental thinking and planning about this new department; and so my dean worked out an arrangement where that one member was paid a consultant fee of \$60,000 for six months of consulting conversations with ASU leaders, research about any analogous departments or programs, and writing the mission statement.

If you designed a different concept for the board – had a chair (as you mentioned) and set an expectation of concrete contributions from the four national members – then it would make sense to formulate a different concept for providing a stipend or consultant fee.

I very much enjoyed our conversation, and I hope you'll keep me posted on developments and pose any questions you would like.

With best regards,

Paul

*Paul Carrese
Director and Professor
School of Civic and Economic Thought and Leadership
Arizona State University
pcarrese@asu.edu
<https://scetl.asu.edu/>
Inspiring Leadership and Statesmanship for the Common Good*

From: Clemens, J. Christopher [mailto:clemens@physics.unc.edu]
Sent: Sunday, March 25, 2018 7:22 PM
To: Paul Carrese <Paul.Carrese@asu.edu>
Cc: Strizheus, Yulia <ystrizh@email.unc.edu>
Subject: Re: New Center at UNC

I've put down Tuesday at 4:30. Please let me know the best number to call.

I spoke to Robbie George today as well, since his week was too busy to fit me in. I'll catch you up when we talk.

Chris

*J. Christopher Clemens
Senior Associate Dean for Natural Sciences
Jaroslav Folda Distinguished Professor of Physics and Astronomy
205 South Building CB# 3100
Chapel Hill, NC 27599
Phone: (919) 962-1165*

From: Paul Carrese <Paul.Carrese@asu.edu>
Sent: Sunday, March 25, 2018 6:01 PM
To: Clemens, J. Christopher
Cc: Strizheus, Yulia
Subject: RE: New Center at UNC

Hello Chris,

This is good news, and I would be very glad to talk this week. On Monday I am free from (all times are eastern) 11 a.m. to noon, then 2:30 to 4:30 pm. On Tuesday, 12:30 to 2 p.m., then 4:30 to 6 pm.

If none of those windows works for you, I can look at Wednesday and the rest of the week.

It sounds like UNC Chapel Hill is going with the model of a center, not a new department? And there will be at least one new faculty line – for a director. I would hope there would be other new faculty lines as well, to give the program some ballast of its own. At any rate, I am happy to talk and offer my two cents.

With best regards,

Paul

*Paul Carrese
Director and Professor
School of Civic and Economic Thought and Leadership
Arizona State University
pcarrese@asu.edu
<https://scetl.asu.edu/>*

Inspiring Leadership and Statesmanship for the Common Good

From: Clemens, J. Christopher [mailto:clemens@physics.unc.edu]

Sent: Sunday, March 25, 2018 6:43 AM

To: Paul Carrese <Paul.Carrese@asu.edu>

Cc: Strizheus, Yulia <ystrizh@email.unc.edu>

Subject: New Center at UNC

Dear Paul,

Thank you for the time you spent with us in our visit to ASU last month. We have started to move forward with plans here. I have been asked by our dean, Kevin Guskiewicz, to prepare a budget and a plan for forming a steering committee of internal and external experts to write a mission statement and recruit a director for our new center supporting viewpoint diversity. I would like to have a short (maybe 30 minute) conversation this week if you are available. My goal would be to make sure that we don't miss any key people or functions in the 6-9 month planning phase.

I have copied my assistant Yulia in hopes ttah she can find a mutually agreeable time.

Thanks,
Chris

*J. Christopher Clemens
Senior Associate Dean for Natural Sciences
Jaroslav Folda Distinguished Professor of Physics and Astronomy
205 South Building CB# 3100
Chapel Hill, NC 27599
Phone: (919) 962-1165*

Message

From: Clemens, J. Christopher [/O=EXCHANGELABS/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=1E9A30C351E74258BD75BEA1EB62C71A-J. CHRISTOP]
Sent: 6/25/2019 5:57:01 AM
To: Paul Carrese [/o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=a8d4896904b54ff88d009b8f590c3b5e-Guest_60b05]
CC: Robert P. George [/o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=cecbf501ed0b4170b073a7e6ea8a95b6-Guest_b7e4d]
Subject: Re: FAQ

Thanks Paul, it is a good point.

I'll give a report after the meeting.
Chris

*J. Christopher Clemens
Senior Associate Dean for Research and Innovation
Jaroslav Folda Distinguished Professor of Physics and Astronomy
205 South Building CB# 3100
Chapel Hill, NC 27599
Phone: (919) 962-1165*

From: Paul Carrese <Paul.Carrese@asu.edu>
Sent: Tuesday, June 25, 2019 1:21 AM
To: Clemens, J. Christopher
Cc: Robert P. George
Subject: Re: FAQ

Hello Chris,

Best wishes with the meeting. I wonder if one rhetorical point of emphasis might be the existence of national effort called Heterodox Academy — a substantial recognition across institutions, disciplines, and intellectual (as well as moral and political viewpoints) of decreasing diversity, heterogeneity in humanities and social science disciplines and the need for a range of efforts in higher education to address this. Well over a thousand of members in just a few years, tenured to adjunct to grad students, recognizing this as a problem.

Best regards,

Paul

Sent from my iPhone

On Jun 25, 2019, at 12:10 AM, Clemens, J. Christopher <clemens@physics.unc.edu> wrote:

I have uploaded the latest version of the FAQ, which is the one we will distribute to the Faculty Executive Committee tomorrow.

You're receiving this message because you're a member of the Program in Civic Virtue and Civil Discourse group from University of North Carolina at Chapel Hill. To take part in this conversation, reply all to this message.

[View group files](#) | [Leave group](#) | [Learn more about Office 365 Groups](#)

Message

From: Clemens, J. Christopher [/O=EXCHANGELABS/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=1E9A30C351E74258BD75BEA1EB62C71A-J. CHRISTOP]
Sent: 6/24/2019 6:10:30 PM
To: Program in Civic Virtue and Civil Discourse [programincivicvirtueandcivildiscourse@office.unc.edu]
Subject: FAQ

I have uploaded the latest version of the FAQ, which is the one we will distribute to the Faculty Executive Committee tomorrow.

Message

From: Clemens, J. Christopher [/O=EXCHANGELABS/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=1E9A30C351E74258BD75BEA1EB62C71A-J. CHRISTOP]
Sent: 6/21/2019 7:37:24 PM
To: Robert P. George [/o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=cecbf501ed0b4170b073a7e6ea8a95b6-Guest_b7e4d]
Subject: observation

I have received unexpected telephone communications from faculty expressing private support for the program but asking me not to identify them in the FEC meeting. Others have sent me data or other supporting materials without further comment. Every day I find surprising support from unexpected quarters, and especially from the humanities. I feel hope is building around this program. Thanks for your help with it.

Chris

*J. Christopher Clemens
Senior Associate Dean for Research and Innovation
Jaroslav Folda Distinguished Professor of Physics and Astronomy
205 South Building CB# 3100
Chapel Hill, NC 27599
Phone: (919) 962-1165*

Message

From: Clemens, J. Christopher [/O=EXCHANGELABS/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=1E9A30C351E74258BD75BEA1EB62C71A-J. CHRISTOP]
Sent: 6/21/2019 7:30:45 PM
To: Robert P. George [/o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=cecbf501ed0b4170b073a7e6ea8a95b6-Guest_b7e4d]
Subject: Fw: Re campus speech

Forwarded from FEC member showing their discussion.

*J. Christopher Clemens
Senior Associate Dean for Research and Innovation
Jaroslav Folda Distinguished Professor of Physics and Astronomy
205 South Building CB# 3100
Chapel Hill, NC 27599
Phone: (919) 962-1165*

From: Entwisle, Barbara (entwisle@unc.edu)
Sent: Thursday, June 13, 9:44 AM
Subject: RE: Re campus speech
To: facultyexecutive@sakai.unc.edu

Dear colleagues,

I appreciated the forward from Cary. Here's another:

https://www.theatlantic.com/ideas/archive/2019/06/free-speech-crisis-campus-isnt-real/591394/?utm_source=twitter&utm_campaign=the-atlantic&utm_term=2019-06-12T10:00:47&utm_medium=social&utm_content=edit-promo&cid=db

Free Speech on Campus Is Doing Just Fine, Thank You

www.theatlantic.com

Norms about the First Amendment are evolving—but not in the way President Trump thinks.

Cheers-
Barbara

Barbara Entwisle, PhD
Kenan Professor of Sociology
Fellow, Carolina Population Center
Series Editor, *Quantitative Applications in the Social Sciences*
University of North Carolina at Chapel Hill

From: Levine, Cary S (clevine@unc.edu) <postmaster@sakai.unc.edu>

Sent: Monday, June 3, 2019 12:23 PM

To: facultyexecutive@sakai.unc.edu

Subject: Re campus speech

Dear all,

I hope you're all enjoying the beginnings of summer.

Regarding our recent (and I'm sure future) discussions about campus speech, it's important for us to understand the ideology/politics behind what has been cast as a neutral issue. Various people have written on this. Here is an article from a couple of years old that is still relevant—and poignant because it's from Forbes and by a former GOP operative (it also includes an image from UNC): <https://www.forbes.com/sites/chrisladd/2017/09/23/there-is-no-free-speech-crisis-on-campus/?fbclid=IwAR3bWbBkwTQSgvCybg9bHTodB4IU2u2xsXEAGoe1nB7jSUHR5abDhGqrHn0#64bbfae328cb>

Best,
Cary

This automatic notification message was sent by Sakai @ UNC-Chapel Hill (<https://sakai.unc.edu/portal>) from the Faculty Executive Committee site.

You can modify how you receive notifications at Home > Preferences.

This automatic notification message was sent by Sakai @ UNC-Chapel Hill (<https://sakai.unc.edu/portal>) from the Faculty Executive Committee site.

You can modify how you receive notifications at Home > Preferences.

Message

From: Clemens, J. Christopher [/O=EXCHANGELABS/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=1E9A30C351E74258BD75BEA1EB62C71A-J. CHRISTOP]
Sent: 6/21/2019 7:28:38 PM
To: Robert P. George [/o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=cecbf501ed0b4170b073a7e6ea8a95b6-Guest_b7e4d]
Subject: Fw: [progfac] time sensitive: possible program in civic virtue and civil discourse. mtg Tuesday 6/25 at 3 pm

Forwarded from the chair of Public Policy (a supporter of the program) to the dean and then to me. By the way these all included the original attachments from the first email

*J. Christopher Clemens
Senior Associate Dean for Research and Innovation
Jaroslav Folda Distinguished Professor of Physics and Astronomy
205 South Building CB# 3100
Chapel Hill, NC 27599
Phone: (919) 962-1165*

From: Rhodes, Terry Ellen
Sent: Thursday, June 20, 2019 1:59 PM
To: Clemens, J. Christopher; Collins, Geneva; Cline, Alexis L; Engelhardt, Elizabeth Sanders Delwiche; Colloredo-Mansfeld, Rudolf J; Cable, Jaye E
Subject: Fwd: [progfac] time sensitive: possible program in civic virtue and civil discourse. mtg Tuesday 6/25 at 3 pm

FYI

Sent from my iPhone

Begin forwarded message:

From: "Gitterman, Daniel P" <danielg@email.unc.edu>
Date: June 20, 2019 at 1:55:47 PM EDT
To: "Rhodes, Terry Ellen" <RHODES@email.unc.edu>
Subject: Fwd: [progfac] time sensitive: possible program in civic virtue and civil discourse. mtg Tuesday 6/25 at 3 pm

Daniel P. Gitterman
Chair and MacRae Professor of Public Policy
UNC Public Policy
Sent from iphone

Begin forwarded message:

From: "Yaqub, Nadia" <yaqub@email.unc.edu>

Date: June 20, 2019 at 12:17:24 PM EDT

To: List for chairs in College <chairs_only@listserv.unc.edu>

Subject: FW: [progfac] time sensitive: possible program in civic virtue and civil discourse. mtg Tuesday 6/25 at 3 pm

Reply-To: "List for chairs in College" <chairs_only@listserv.unc.edu>

Dear Colleagues,

I thought that some of you may be interested in the email below. I had to remove photos from the PCVCD document in order to make it small enough to send through the list.

Best, Nadia

From: Karen Booth

Sent: Thursday, June 20, 2019 10:09 AM

To: The progfac mailing list <progfac@listserv.unc.edu>

Subject: [progfac] time sensitive: possible program in civic virtue and civil discourse. mtg Tuesday 6/25 at 3 pm

Dear PFN members:

Some of us are concerned about a new program being developed by UNC-Chapel Hill administrators and a self-described "conservative" professor from Princeton, Dr. Robbie George. The proposed "Program on Civic Virtue and Civil Discourse" will be discussed by the Faculty Executive Committee on Tuesday, June 25 at 3pm in 105 South Building. We urge you to attend.

In response to a recent email sent by Michael Palm, president of UNC's AAUP chapter, to administrators, Chris Clemens, UNC's new dean for research and innovation, acknowledged that the "impetus" for the program—modeled on Princeton's "Program in American Ideals and Institutions," directed by Robbie George—came from "non-faculty" (see Clemens's email below). Princeton's George is listed as the chair of the proposed UNC program's advisory board (see attachment). Clemens mentions a donor and is looking for additional funding.

According to Clemens, the program would be directly involved in the College of Arts & Science's new general education curriculum.

Our immediate concern is that this potential intervention in the curriculum was not generated, much less driven, by the College of Arts & Sciences or UNC faculty. There are many unanswered questions about the purpose of this program, the process by which it came about, and administrators' plans for implementing it.

Clemens will give a presentation on the program at **the next Faculty Executive Council meeting, this Tuesday, June 25 at 3 pm in room 105, South Building.**

Please consider attending and/or inviting colleagues to attend, to learn more, and to get answers to important questions.

Thanks,

Karen Booth

Chris Clemens's email to Michael Palm, President of AAUP chapter at UNC-Chapel Hill

Dear Michael [Palm]:

Thank you for your inquiry, which was passed to me in my new role as research and innovation SAD. In this role I have taken on responsibility for organizing some of the interdisciplinary efforts in the college, including our new Institute for Convergent Science and the Program in Civic Virtue

and Civil Discourse you reference in your email. I am excited about the potential of this program and also, given that some of the initial impetus for this program came from non-faculty, committed to transparency as we move forward.

I have been holding meetings with individual faculty, deans, and chairs to share a vision for the program, and to get feedback that will help shape and improve it. I have attached draft versions of documents that have grown out of these discussions. These are works in progress because I have not yet incorporated all faculty feedback in the FAQ, and the constitution of the advisory committee is not yet finally settled. An earlier version of one of these documents was shared with the dean's advisory committee last fall and we are scheduled to give a presentation to the Faculty Executive Committee on June 25, by which time I am hoping to be able to distribute these in more complete form.

With respect to donors, I do not have the most up-to-date information, but have copied Rob Parker, who should be able to share more details. We have been reaching out to educational foundations and some individuals. I believe the largest gift is from the Dowd Foundation, and I think we are currently pursuing the Park Foundation.

As for faculty, I have so far discussed and received input from about 50-60 individuals, including about 12 senior administrators and deans, and 7 department chairs. Many of the faculty I have contacted were suggested by their chairs or SADs, and others are people whom I know or suspect will be interested. I have spent quite a lot of time in discussions with two of your colleagues in the Department of Communication, Profs. Christian Lundberg and Larry Grossberg. The list of people to talk to has been growing faster than my ability to schedule meetings, so this is a work in progress.

I think the FAQ will answer many of your other questions. If not, I invite any (or all) of you to set up a meeting with me through my assistant Neka Alston (copied). I welcome input from the local chapter of the AAUP, especially if you see ways to improve the ideas presented here. I believe the goals of this program as currently conceived are important, timely, and congruent with the mission of the College, UNC, and the UNC system. The faculty I have spoken to are enthusiastic, and more importantly, ready to join in the work of building courses in our new curriculum and planning the campus life events that we hope will enrich our civic and intellectual lives and those of our students.

Regards,
Chris

J. Christopher Clemens

Senior Associate Dean for Research and Innovation

Jaroslav Folda Distinguished Professor of Physics and Astronomy

205 South Building CB# 3100

Chapel Hill, NC 27599

Phone: (919) 962-1165

Links:

Chris Clemens's appointment to new SAD position: <https://college.unc.edu/2019/03/clemens-research-innovation/>

N&O article from 2017: "conservative" Princeton Professor, Robbie George, speaking (by invitation) to BoG about "civil discourse" <https://www.newsobserver.com/news/local/education/article190101624.html>

 -- You are currently subscribed to

progfac as: yaqub@email.unc.edu. To unsubscribe send a blank

email to leave-41076503-93818199.49e52a7678ad05d5df71d4adf7caa45c@listserv.unc.edu

You are currently subscribed to chairs_only as: danielg@email.unc.edu.

To unsubscribe click here:

https://lists.unc.edu/u?id=72840320.6f9de356ed24bfb08a4412cc3ad1dc08&n=T&l=chairs_only&o=41076913

(It may be necessary to cut and paste the above URL if the line is broken)

or send a blank email to leave-41076913-72840320.6f9de356ed24bfb08a4412cc3ad1dc08@listserv.unc.edu

Message

From: Clemens, J. Christopher [/O=EXCHANGELABS/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=1E9A30C351E74258BD75BEA1EB62C71A-J. CHRISTOP]
Sent: 6/21/2019 7:26:59 PM
To: Robert P. George [/o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=cecbf501ed0b4170b073a7e6ea8a95b6-Guest_b7e4d]
Subject: Fw: [progfac] time sensitive: possible program in civic virtue and civil discourse. mtg Tuesday 6/25 at 3 pm

This was forwarded by Larry Grossberg who is now on our board (and on the left, and becoming a very good friend). He was a friend and mentee of Stuart Hall in the cultural studies program and is committed to discourse as we envision it in our program.

*J. Christopher Clemens
Senior Associate Dean for Research and Innovation
Jaroslav Folda Distinguished Professor of Physics and Astronomy
205 South Building CB# 3100
Chapel Hill, NC 27599
Phone: (919) 962-1165*

From: Grossberg, Lawrence
Sent: Thursday, June 20, 2019 10:44 AM
To: Clemens, J. Christopher
Subject: Fwd: [progfac] time sensitive: possible program in civic virtue and civil discourse. mtg Tuesday 6/25 at 3 pm

I do not know if you have seen this. I do not know if you think I should respond or just let the EC meeting.

Larry

Begin forwarded message:

From: Karen Booth
Subject: [progfac] time sensitive: possible program in civic virtue and civil discourse. mtg Tuesday 6/25 at 3 pm
Date: June 20, 2019 at 10:08:46 AM EDT
To: The progfac mailing list <progfac@listserv.unc.edu>
Reply-To: Karen Booth

Dear PFN members:

Some of us are concerned about a new program being developed by UNC-Chapel Hill administrators and a self-described “conservative” professor from Princeton, Dr. Robbie George. The proposed “Program on Civic Virtue and Civil Discourse” will be discussed by the Faculty Executive Committee on Tuesday, June 25 at 3pm in 105 South Building. We urge you to attend.

In response to a recent email sent by Michael Palm, president of UNC’s AAUP chapter, to administrators, Chris Clemens, UNC’s new dean for research and innovation, acknowledged that the “impetus” for the program—modeled on Princeton’s “Program in American Ideals and Institutions,” directed by Robbie George—came from “non-faculty” (see Clemens’s email below). Princeton’s George is listed as the chair of the proposed

UNC program's advisory board (see attachment). Clemens mentions a donor and is looking for additional funding.

According to Clemens, the program would be directly involved in the College of Arts & Science's new general education curriculum.

Our immediate concern is that this potential intervention in the curriculum was not generated, much less driven, by the College of Arts & Sciences or UNC faculty. There are many unanswered questions about the purpose of this program, the process by which it came about, and administrators' plans for implementing it.

Clemens will give a presentation on the program at **the next Faculty Executive Council meeting, this Tuesday, June 25 at 3 pm in room 105, South Building.**

Please consider attending and/or inviting colleagues to attend, to learn more, and to get answers to important questions.

Thanks,

Karen Booth

Chris Clemens's email to Michael Palm, President of AAUP chapter at UNC-Chapel Hill

Dear Michael [Palm]:

Thank you for your inquiry, which was passed to me in my new role as research and innovation SAD. In this role I have taken on responsibility for organizing some of the interdisciplinary efforts in the college, including our new Institute for Convergent Science and the Program in Civic Virtue and Civil Discourse you reference in your email. I am excited about the potential of this program and also, given that some of the initial impetus for this program came from non-faculty, committed to transparency as we move forward.

I have been holding meetings with individual faculty, deans, and chairs to share a vision for the program, and to get feedback that will help shape and improve it. I have attached draft versions of documents that have grown out of these discussions. These are works in progress because I have not yet incorporated all faculty feedback in the FAQ, and the constitution of the advisory committee is not yet finally settled. An earlier version of one of these documents was shared with the dean's advisory committee last fall and we are scheduled to give a presentation to the Faculty Executive Committee on June 25, by which time I am hoping to be able to distribute these in more complete form.

With respect to donors, I do not have the most up-to-date information, but have copied Rob Parker, who should be able to share more details. We have been reaching out to educational foundations and some individuals. I believe the largest gift is from the Dowd Foundation, and I think we are currently pursuing the Park Foundation.

As for faculty, I have so far discussed and received input from about 50-60 individuals, including about 12 senior administrators and deans, and 7 department chairs. Many of the faculty I have contacted were suggested by their chairs or SADs, and others are people whom I know or suspect will be interested. I have spent quite a lot of time in discussions with two of your colleagues in the Department of Communication, Profs. Christian Lundberg and Larry Grossberg. The list of people to talk to has been growing faster than my ability to schedule meetings, so this is a work in progress.

I think the FAQ will answer many of your other questions. If not, I invite any (or all) of you to set up a meeting with me through my assistant Neka Alston (copied). I welcome input from the local chapter of the AAUP, especially if you see ways to improve the ideas presented here. I believe the goals of this program as currently conceived are important, timely, and congruent with the mission of the College, UNC, and the UNC system. The faculty I have spoken to are enthusiastic, and more importantly, ready to join in the work of building courses in our new curriculum and planning the campus life events that we hope will enrich our civic and intellectual lives and those of our students.

Regards,

Chris

J. Christopher Clemens

Senior Associate Dean for Research and Innovation

Jaroslav Folda Distinguished Professor of Physics and Astronomy

205 South Building CB# 3100

Chapel Hill, NC 27599

Phone: (919) 962-1165

Links:

Chris Clemens's appointment to new SAD position: <https://college.unc.edu/2019/03/clemens-research-innovation/>

N&O article from 2017: "conservative" Princeton Professor, Robbie George, speaking (by invitation) to BoG about "civil discourse" <https://www.newsobserver.com/news/local/education/article190101624.html>

 -- You are currently subscribed to

progfac as: docrock@email.unc.edu. To unsubscribe send a blank

email to <a href="mailto:leave-41076503-

154990.44c1b114609c95e5bd01ecbe0198b943@listserv.unc.edu">leave-41076503-

154990.44c1b114609c95e5bd01ecbe0198b943@listserv.unc.edu

Message

From: Clemens, J. Christopher [/O=EXCHANGELABS/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=1E9A30C351E74258BD75BEA1EB62C71A-J. CHRISTOP]
Sent: 6/21/2019 7:23:47 PM
To: Robert P. George [/o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=cecbf501ed0b4170b073a7e6ea8a95b6-Guest_b7e4d]
Subject: Fw: Program in Civic Virtue and Public Discourse
Attachments: FAQ_5-31.docx; PCVCD_advisory_5_24.docx

Scroll to bottom for the request that prompted this answer.

*J. Christopher Clemens
Senior Associate Dean for Research and Innovation
Jaroslav Folda Distinguished Professor of Physics and Astronomy
205 South Building CB# 3100
Chapel Hill, NC 27599
Phone: (919) 962-1165*

From: Clemens, J. Christopher
Sent: Friday, June 7, 2019 5:37 PM
To: Palm, Michael William
Cc: Smith, Jay M; Booth, Karen M; Terry Ellen Rhodes, Interim Dean; Blouin, Bob; Parker, Rob; Alston, Neka
Subject: Fw: Program in Civic Virtue and Public Discourse

Dear Michael,

Thank you for your inquiry, which was passed to me in my new role as research and innovation SAD. In this role I have taken on responsibility for organizing some of the interdisciplinary efforts in the college, including our new Institute for Convergent Science and the Program in Civic Virtue and Civil Discourse you reference in your email. I am excited about the potential of this program and also, given that some of the initial impetus for this program came from non-faculty, committed to transparency as we move forward.

I have been holding meetings with individual faculty, deans, and chairs to share a vision for the program, and to get feedback that will help shape and improve it. I have attached draft versions of documents that have grown out of these discussions. These are works in progress because I have not yet incorporated all faculty feedback in the FAQ, and the constitution of the advisory committee is not yet finally settled. An earlier version of one of these documents was shared with the dean's advisory committee last fall and we are scheduled to give a presentation to the Faculty Executive Committee on June 25, by which time I am hoping to be able to distribute these in more complete form.

With respect to donors, I do not have the most up-to-date information, but have copied Rob Parker, who should be able to share more details. We have been reaching out to educational foundations and some individuals. I believe the largest gift is from the Dowd Foundation, and I think we are currently pursuing the Park Foundation.

As for faculty, I have so far discussed and received input from about 50-60 individuals, including about 12 senior administrators and deans, and 7 department chairs. Many of the faculty I have contacted were suggested by their chairs or SADs, and others are people whom I know or suspect will be interested. I have spent quite a lot of time in discussions with two of your colleagues in the Department of Communication,

Profs. Christian Lundberg and Larry Grossberg. The list of people to talk to has been growing faster than my ability to schedule meetings, so this is a work in progress.

I think the FAQ will answer many of your other questions. If not, I invite any (or all) of you to set up a meeting with me through my assistant Neka Alston (copied). I welcome input from the local chapter of the AAUP, especially if you see ways to improve the ideas presented here. I believe the goals of this program as currently conceived are important, timely, and congruent with the mission of the College, UNC, and the UNC system. The faculty I have spoken to are enthusiastic, and more importantly, ready to join in the work of building courses in our new curriculum and planning the campus life events that we hope will enrich our civic and intellectual lives and those of our students.

Regards,
Chris

*J. Christopher Clemens
Senior Associate Dean for Research and Innovation
Jaroslav Folda Distinguished Professor of Physics and Astronomy
205 South Building CB# 3100
Chapel Hill, NC 27599
Phone: (919) 962-1165*

From: Rhodes, Terry Ellen
Sent: Friday, June 7, 2019 11:12 AM
To: Clemens, J. Christopher
Subject: Fwd: Program in Civic Virtue and Public Discourse

Sent from my iPhone

Begin forwarded message:

From: "Palm, Michael William" <mpalm@email.unc.edu>
Date: June 7, 2019 at 10:50:08 AM EDT
To: "Blouin, Bob" <Bob_Blouin@unc.edu>
Cc: "Clemens, J. Christopher" <clemens@physics.unc.edu>, "Rhodes, Terry Ellen" <RHODES@email.unc.edu>, "Smith, Jay M" <jaysmith@email.unc.edu>, "Booth, Karen M" <kmbooth@email.unc.edu>, "Guskiewicz, Kevin M" <gus@email.unc.edu>
Subject: Program in Civic Virtue and Public Discourse

Dear Provost Blouin:

Faculty at UNC-Chapel Hill have recently learned that the administration is establishing a "Program in Civic Virtue and Public Discourse," including an Advisory Board. We, as officers of the UNC-CH chapter of the American Association of University Professors, call on administrators to explain their reasons for pursuing this Program.

We also ask that you: identify the donors for the program, make the contract between the University and the funders public, explain the funding model you envision for the future of the Program, articulate its connections to the mission of the University, detail the role of faculty members in the creation or maintenance of the Program, and bring the faculty at large into the process immediately.

Sincerely,

Michael Palm, chapter president

Jay Smith, chapter vice-president

Karen Booth, chapter secretary-treasurer

The Program for Civic Virtue and Civil Discourse

1. What is this program?

The Program for Civic Virtue and Civil Discourse will bring together faculty from all of the divisions of the College of Arts and Sciences and other schools to explore and debate contemporary questions that (1) require broad interdisciplinary approaches to address and (2) relate to the civic and political engagement of our community of students, teachers, researchers, and scholars. We will approach these questions with humility in a spirit of intellectual friendship, even when they require contesting deeply held ideas and convictions. We will employ the full breadth of classical and contemporary intellectual traditions available in the academy, which we conceive as extending beyond our particular campus.

The program will be student-centered, focusing on developing and teaching courses in the new IDEAS in Action curriculum, bringing visitors to campus who can enrich our conversation, and providing “campus life experience” events that align to courses in the curriculum.

2. Why is this program necessary? Don't our faculty do this already?

Faculty have many demands on their time, including the imperative to engage in their disciplinary scholarship, the necessity of teaching domain-specific knowledge, and the need to mentor individual graduate and undergraduate students. These demands often limit the ability of faculty to engage in broader conversations or to develop general education courses in which they can deliberate with our students over big questions that transcend disciplinary boundaries. This program will represent a countervailing force to the demands of the academy that tend to isolate and narrow the focus of faculty. It will also provide resources to relieve faculty of some of their competing obligations so they may participate in the program. This intentional approach is not only vital to the health of the academy, but it will also be a practical help in building out our new IDEAS in Action curriculum.

3. What specific objective of the curriculum is this program most aligned with?

One ambition of our new curriculum is to re-center the liberal arts education on objectives that extend beyond career preparation. The IDEAS in Action proposal invokes the ideas of Danielle Allen (*Education and Equality*), who building on Hannah Arendt, lays out “four basic human potentialities that should be activated by education:”

1. Prepare ourselves for bread-winning work (labor, part 1).
2. Prepare ourselves for civic and political engagement (action).
3. Prepare ourselves for creative self-expression and worldmaking (work).
4. Prepare ourselves for rewarding relationships in spaces of intimacy and leisure (labor, part 2, overlapping with work).

The ambition of this program is to focus on items 2 and 4. By helping our students understand, explore, and contest ideas of civic virtue, and the modes of discourse it requires, we will prepare them for action in the world. By cultivating the deep friendships that can grow from debating, crafting, and grasping at civic ideals, we will prepare them for meaningful lives.

3. How are faculty selected for the program?

The initial cohort of faculty associated with the program joined together out of conviction that the pressing issues of our day require reasoned debate that proceeds from a strong foundation of basic knowledge and a spirit of open intellectual inquiry. The advisory board and program leader will work with college leadership over the next year to give the program intellectual and pedagogical shape and to establish criteria for appointing new and existing faculty to the program. Faculty who agree to joint appointments in the program will satisfy part of their teaching responsibilities by developing and teaching courses that satisfy first year or capacity requirements in the general education curriculum. Program faculty will not leave their home departments. The courses they teach in the general education curriculum will be listed in their home departments, and the student credit hours will be credited to their home departments.

4. Are there other programs in the college with similar structure?

The program in Energy, Environment, and Ecology (E³P) has similar structure in that program faculty hold appointments in different departments and divisions, and appointments in the program come with teaching responsibilities to the E³P curriculum. However, unlike E³P, this new program has no disciplinary curriculum of its own but is meant to support the general education curriculum broadly. It will do this by supporting faculty in course development, and by building the associated campus life experiences that the new the IDEAS in Action curriculum requires.

5. How is this program different from others with similar objectives in the College, like the Institute for Arts and Humanities, or the Program in Philosophy, Politics, and Economics, or the proposed Institute for Convergent Science?

The program shares some features with these programs but serves different objectives and demographics. The IAH is faculty-centered in its mission, which it describes as “empowering faculty to achieve their full potential by creating community and cultivating leadership.” The PPE program shares a focus on political and civic life, and seeks to integrate and apply “the methods, tools, and insights of philosophy, politics, and economics” in a minor and certificate program. In contrast, the new program will take a convergent approach, elevating the most important contemporary questions to the attention of students and faculty alike, and drawing together whatever disciplinary expertise is relevant to the questions. In this way, the program will be inclusive to questions of civic life or politics that require, for example, quantitative data from the social sciences or physical principles from the natural sciences. The program will promote the incorporation of these questions into courses like triple-I and campus life events, focusing on the general education curriculum rather than on a new major or minor.

In its convergent or “question centered” approach the program is similar to the new Institute for Convergent Science (ICS). However, the focus of the ICS is to bring together talented teams of innovators, who “through creative partnerships and a new Innovation Framework will speed the translation of basic research into solutions for the world.” Although the problems addressed in the ICS will bear some relationship to our common life, the ICS is not concerned specifically with preparing students for engagement in civic and political life.

6. Is the program being formed at the request of the UNC Board of Governors, or as part of an attempt to make the campus “more conservative?”

No. The program is being formed to expand our intellectual and curricular approach to important questions of the day, especially those that relate to our shared civil life, and the discourse that enlivens and enriches it. The intellectual and organizational shape of the program is being developed by faculty in the College of Arts and Sciences who are enthusiastic about the program and its objectives. Some of these faculty are serving on an advisory committee that will help draft a mission for the program. This committee is chaired by Princeton Professor Robby George and the initial idea for our program grew out of conversations between Professor George and former UNC system president Margaret Spellings, former chancellor Carol Folt, Interim Chancellor Kevin Guskiewicz, and Board of Governors members who visited Robby George and his James Madison Program in American Ideals and Institutions.

7. Who is funding the program? What conditions have been attached to the gifts?

A variety of private foundations and individuals have expressed interest in supporting the program. As is the case with every other contribution it receives, the College will not accept gifts that limit academic freedom, attempt to stipulate the shape of courses or curricula or the shrink the areas of inquiry or pedagogy open to faculty in the program.

Biographies for Advisory Committee

Chairman



Robert P. George, McCormick Professor of Jurisprudence, Director, James Madison Program.

Robert P. George is McCormick Professor of Jurisprudence and Director of the James Madison Program in American Ideals and Institutions at Princeton University. He is also frequently a Visiting Professor at Harvard Law School.

In addition to his academic service, Professor George has served as Chairman of the U.S. Commission on International Religious Freedom. He has also served on the President's Council on Bioethics, as a presidential appointee to the United States Commission on Civil Rights, and as the U.S. member of UNESCO's World Commission on the Ethics of Science and Technology.

He is a former Judicial Fellow at the Supreme Court of the United States, where he received the Justice Tom C. Clark Award.

He serves on the boards of the John M. Templeton Foundation Religion Trust, the Lynde and Harry Bradley Foundation, the Ethics and Public Policy Center, the Becket Fund for Religious Liberty, the National Center on Sexual Exploitation, and the Center for Individual Rights, among others.

Professor George is author of *Making Men Moral: Civil Liberties and Public Morality* (Oxford University Press, 1993), *In Defense of Natural Law* (Oxford University Press, 1999), *The Clash of Orthodoxies* (ISI, 2001) and *Conscience and Its Enemies* (ISI, 2013). He is co-author of *Conjugal Union: What Marriage Is* (Cambridge University Press, 2014), *Embryo: A Defense of Human Life* (2nd edition, Doubleday, 2011), *Body-Self Dualism in Contemporary Ethics and Politics* (Cambridge University Press, 2008), and *What is Marriage?* (Encounter, 2012). He is editor of several volumes, including *Natural Law Theory: Contemporary Essays* (Oxford University Press, 1992), *The Autonomy of Law: Essays on Legal Positivism* (Oxford University Press, 1996), *Natural Law, Liberalism, and Morality* (Oxford University Press, 1996), and *Great Cases in Constitutional Law* (Princeton University Press, 2000), and co-editor of the *Cambridge Companion to Natural Law* (Cambridge University Press, 2017).

Professor George's articles and review essays have appeared in the *Harvard Law Review*, the *Yale Law Journal*, the *Columbia Law Review*, the *University of Chicago Law Review*, the *Review of Politics*, the *Review of Metaphysics*, and the *American Journal of Jurisprudence*. He has also written for the *New York Times*, the *Wall Street Journal*, the *Washington Post*, *First Things*, the *Boston Review*, and the *Times Literary Supplement*.

A graduate of Swarthmore College, Professor George holds M.T.S. and J.D. degrees from Harvard University and the degrees of D.Phil., B.C.L., and D.C.L. from Oxford University. He was elected to Phi Beta Kappa at Swarthmore and received a Frank Knox Fellowship from Harvard for graduate study in law and philosophy at Oxford. He holds twenty-one honorary degrees, including doctorates of law, letters, ethics, science, divinity, humane letters, civil law, law and moral values, humanities, and juridical science.

Professor George is a recipient of the United States Presidential Citizens Medal, the Honoric Medal for the Defense of Human Rights of the Republic of Poland, the Bradley Prize for Intellectual and Civic Achievement, the Philip Merrill Award of the American Council of Trustees and Alumni, the Paul Bator Award of the Federalist Society for Law and Public Policy, the Sidney Hook Award of the National Association of Scholars, a Silver Gavel Award of the American Bar Association, the Charles Fried Award of the Harvard Law School Federalist Society, the Irving Kristol Award of the American Enterprise Institute, and Princeton University's President's Award for Distinguished Teaching.

Baylor University has named its new Washington, D.C.-based program the "Robert P. George Initiative in Faith, Ethics, and Public Policy."

External Members



Paul Carrese is founding Director of the School of Civic & Economic Thought and Leadership at Arizona State University, which reconnects liberal education and civic education to prepare leaders for public affairs and civil society. It is the only such department at a major American university, offering undergraduate and graduate degrees and sponsoring an array of programs; see <https://scetl.asu.edu/>. For two decades, Carrese was professor of Political Science at the U.S. Air Force Academy, where he co-founded and directed the Academy's "Great Books" honors program. He has been a Rhodes Scholar at Oxford, a post-doctoral fellow at Harvard, a Fulbright Fellow at Delhi University, and Forbes Visiting Fellow in the James Madison Program, Princeton. He is author of *The Cloaking of Power: Montesquieu, Blackstone, and the Rise of Judicial Activism* (Chicago, 2003, 2013), and *Democracy in Moderation: Montesquieu, Tocqueville, and Sustainable Liberalism* (Cambridge, 2016, 2018), along with many articles and book chapters. He has co-edited John Marshall's *The Life of George Washington* (Liberty Fund, 2001); *Constitutionalism, Executive Power, and the Spirit of Moderation* (SUNY, 2016); and *American Grand Strategy: War, Justice, and Peace in American Political Thought* (Johns Hopkins, forthcoming). Professor Carrese earned two Master's degrees from Oxford, in Politics & Philosophy and in Theology, and a Ph.D. in Political Science from Boston College. He has served on Rhodes Scholarship final selection committees for 25 years, and serves on the advisory board of the Institute for Classical Education, a project of the Great Hearts Academies.



Farr Curlin, Josiah C. Trent Professor of Medical Humanities. Dr. Curlin is a hospice and palliative care physician who joined Duke University in January 2014 where he holds joint appointments in the School of Medicine, including its Trent Center for Bioethics, Humanities & History of Medicine, and in Duke Divinity School, including its Initiative on Theology, Medicine and Culture. He works with Duke colleagues to foster scholarship, study, and training regarding the intersections of medicine, ethics, and religion. After graduating from medical school, he completed internal medicine residency training and fellowships in both health services research and clinical ethics at the University of Chicago before joining its faculty in 2003. Dr. Curlin's empirical research charts the influence of physicians' moral traditions and commitments, both religious and secular, on physicians' clinical practices. As an ethicist, he addresses questions regarding whether and in what ways physicians' religious commitments ought to shape their clinical practices in a plural democracy. Dr. Curlin and colleagues have authored numerous manuscripts published in medicine and bioethics literature, including a *New England Journal of Medicine* paper titled, "Religion, Conscience and Controversial Clinical Practices." He is particularly concerned with the moral and spiritual dimensions of medical practice and the doctor-patient relationship, and with the moral and professional formation of physicians. His areas of expertise are medicine, medical ethics, doctor-patient relationship, religion and medicine, and conscience. At the University of Chicago, Dr. Curlin founded and was co-director of the Program on Medicine and Religion.

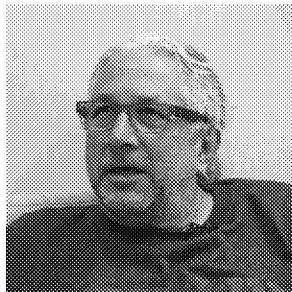


Jacqueline C. Rivers has served as a lecturer at Harvard University and has presented at Princeton University, the University of Notre Dame, the University of Pennsylvania, the American Enterprise Institute, the Vatican, the United Nations and in several other venues. Her latest publication, co-authored with Harvard sociologist Orlando Patterson, appears in the volume The Cultural Matrix. Jacqueline Rivers holds a PhD from Harvard University where she was a Doctoral Fellow in the Multidisciplinary Program in Inequality and Social Policy of the J. F. Kennedy School of Government and a Graduate Research Fellow of the National Science Foundation. She graduated from Harvard Radcliffe College (B.A. *summa cum laude*, Phi Beta Kappa and M.A., both in Psychology).

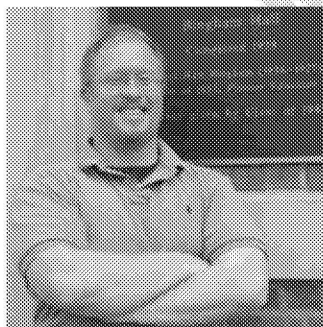
UNC Faculty Members



Donna Gilleskie is a professor in the Economics Department at the University of North Carolina at Chapel Hill. Her research focuses on the health, health insurance decisions, and medical care utilization of individuals and how these behaviors impact employment decisions and subsequent health. She was awarded the international Health Economics Association's Kenneth Arrow Award for the best published paper on health economics in 1998 (*Econometrica*, 1998).



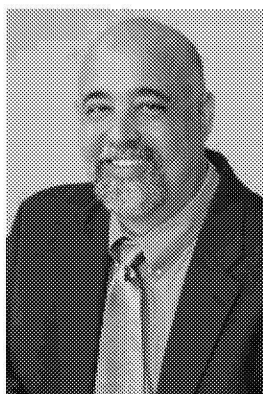
Lawrence Grossberg is the Morris Davis Distinguished Professor of Communication. He is from New York, where he attended Stuyvesant High School. He majored in Philosophy and Intellectual History (advisor Hayden White) at the University of Rochester. He studied with Stuart Hall at the Centre for Contemporary Cultural Studies in Birmingham England, and then completed his Ph.D. with James Carey at the University of Illinois at Urbana-Champaign. After teaching at Purdue for a year, and Illinois for almost twenty, he moved to UNC- Chapel Hill in 1994 to help develop cultural studies in the department and as an interdisciplinary program. He has advised over 50 doctoral students, winning awards for scholarship, teaching and mentoring, from the International Communication Association, the National Communication Association, the Association for Cultural Studies and UNC. He has written about modern and contemporary philosophy, the project of cultural studies, interdisciplinarity, the nature of value and of modernity, and more empirically, about U.S. popular music and youth culture, the changing conditions of children in the U.S., and post-war U.S. political culture, including the rise of new forms of conservatism, and the state of progressive oppositional struggles.



Christian Lundberg, Associate Professor in Communication and Co-Director of the University Program in Cultural Studies. Lundberg's teaching and research interests include theories of the public and public discourse, public speaking, rhetorical theory, debate and deliberation, critical theory, and Cultural Studies. Dr. Lundberg also teaches the First Year Seminar "*Think, Speak, Argue*," which focuses on debate and public speaking skills as pedagogical tools and as critical components of democratic life.

Lundberg's current research focuses on theories of the public as a social and discursive form, and on the animating principles for public discourses and identities. In addition, he has written a number pieces that unpack forms of discourse constituting specific publics, with special attention to the intersection between publics and religious discourse in Islam and Evangelical Christianity.

At the level of specific practices of public discourse and pedagogy, his work focuses on rhetorical theory, and on debate and public speaking as critical democratic forms.



Richard E. Myers, Henry Brandis Distinguished Professor of Law is a native of Kingston, Jamaica. Myers was a Chancellors Scholar at the UNC School of Law, where he graduated with high honors in 1998. Upon graduation from law school, he clerked in Washington, D.C., for the Hon. David Sentelle on the United States Court of Appeals for the D.C. Circuit, and then entered private practice as a litigator for O'Melveny & Myers, LLP, in Los Angeles California. After two years with the White Collar Criminal Law and Environmental and regulatory Compliance Practice Group, he left private practice in January 2002 to become an Assistant United States Attorney in the Central District of California. In September, 2002, he transferred to the Eastern District of North Carolina in Raleigh, where he prosecuted white collar and violent crimes, and headed the district's Violent Crimes Task Force for Wilmington and New Hanover and Pender Counties.

Myers joined the UNC Law School faculty in July 2004. He teaches Criminal Law, Criminal Procedure, Ethics, and a seminar on White Collar Crime.



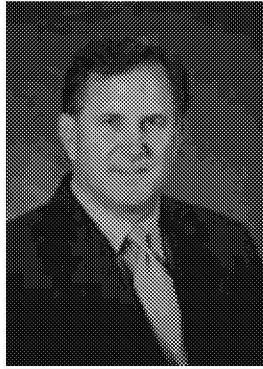
Sarah A. Treul is a Bowman and Gordon Gray Term Professor of political science at UNC. She specializes in American political institutions, with an emphasis on the U.S. Congress. She earned her B.A. in Political Science and Psychology from Wellesley College and her M.A. and Ph.D. from the University of Minnesota. Her current work examines the role of previous political experience and anti-establishment rhetoric on the success of congressional candidates and vote choice in the electorate. Other ongoing projects analyze the role of experience and ideology on legislative effectiveness in Congress, how extreme ideological primary challenges influence congressional behavior, and the effect of public opinion on congressional outcomes. She is the recipient of UNC's Tanner Award for Teaching Excellence, the Chapman Family Teaching Award, Honors Carolina's Manekin Award for Teaching Excellence, and the department of political science's Robson Award for Excellence in Graduate Instruction.

Board of Trustees Representatives



Chuck Duckett is Vice Chair of the UNC Board of Trustees. He is a partner in Battle & Associates, Inc., a marketing services firm he joined in 1989. He is also a partner in GRINS Enterprises, LLC. He graduated from Carolina in 1982 with a B.A. degree in political science and history. He is married to Beth Brady Duckett who also graduated from UNC. All three of their children have graduated from Carolina. His past service to the university includes work on the National Development Council, the Board of Visitors, the Steering Committee for the Carolina First Campaign and the board of WUNC FM. He established the Bill Guthridge Mathematics Scholarship and helped establish the Bill Guthridge Endowed Professorship in Mathematics along with John Burrell. On the Board of

Trustees, he is Chairman of the University Affairs Committee, and serves on the Finance, Infrastructure and Audit Committee, the External Relations Committee and the Personnel Committee. He is a member of the executive board of the Rams Club. He has also served on numerous community boards.



Jeff Brown is a partner in the law firm of Moore and Van Allen in Charlotte. Born in Chattanooga, TN, Brown received his B.S. from UNC-Chapel Hill in 1981, where he graduated Phi Beta Kappa, and his J.D. from Vanderbilt University. Brown focuses his practice on the representation of investors & developers in sophisticated commercial real estate transactions, ventures and developments. He has been recognized by Best Lawyers in America (including Charlotte Lawyer of the Year, Land Use), NC Super Lawyers and Business NC Legal Elite. Brown is a recipient of the City of Charlotte "Mayor's Award" recognizing one Charlotte Citizen, who has demonstrated unselfish community leadership and a recipient of the YMCA of Greater Charlotte George Williams Award. He was a William C. Friday Fellow for Human Relations with the Wildacres Leadership Initiative. Brown has served on the Foundation Boards for UNC Charlotte and Central Piedmont Community College, the Executive Committees for the Charlotte Chamber of Commerce and Charlotte Metropolitan YMCA, and City of Charlotte Citizens Committees related to transit and privatization. At UNC, Brown has served on search committees for the Dean of the Law School, the University General Counsel among others. He has served as Chair of the Board of Trustees Personnel Committee and Vice-Chair of the University Affairs Committee. He is married to the former Cantey Venable Sutton, UNC-CH '80 and great-granddaughter of former UNC President Francis Venable.

Board of Governors Representative



Rob Bryan, is an American politician and attorney from Charlotte, North Carolina. Rob was appointed by the NC General Assembly in 2017 to serve on the University of North Carolina System Board of Governors. His term will end in 2021. Bryan serves as the vice chair of the Committee on Educational Planning, Policies, and Programs, as a secretary of the Committee on Strategic Initiatives, and as a member of the Committee on Laboratory Schools.

In 2016, he became the Chief Development Officer for Cardinal Innovations Healthcare. He manages the organization's real estate holdings, purchasing, mobility strategies, and government relations. Prior to joining Cardinal, Bryan practiced law for 18 years. Most recently, he worked at the law firm of Womble, Carlyle, Sandridge, and Rice for over 10 years as a partner in the commercial real estate group.

Bryan is proud of his deep ties to education and the experiences that have helped shaped his service to this state. His mother and sister were both teachers and, prior to attending law school,

he taught for two years with Teach for America.

Bryan is no stranger to public service. He was as a member of the North Carolina House of Representatives, representing District 88 in Charlotte, for two terms from 2013-16. During his tenure, he chaired the Education Appropriations Committee, the Judiciary IV Committee, and the Joint Education Oversight Committee, as well as a number of House Select committees. He also served on the General Statutes Commission and continues to serve on the North Carolina Courts Commission. While in the legislature, he was selected as an Emerging Leader and attended the Emerging Leaders Program at the University of Virginia's Darden School of Administration. He also participated in the Global Leaders to India study program.

CONFIDENTIAL

Message

From: Clemens, J. Christopher [/O=EXCHANGELABS/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=1E9A30C351E74258BD75BEA1EB62C71A-J. CHRISTOP]
Sent: 6/21/2019 7:21:29 PM
To: Robert P. George [/o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=cecbf501ed0b4170b073a7e6ea8a95b6-Guest_b7e4d]
Subject: Re: Important News

To flesh out my comments, I received a request and responded with excessive transparency (in the opinion of some). My response was forwarded (even though parts were marked confidential) to the progressive faculty network. A member of that forwarded it to the council of chairs.

I had already scheduled the FEC presentation because I knew thy had a spontaneous discussion of the program at the last meeting.

I have friends on all of these bodies who sent me all the communications. After this email I will forward these:

request from our local AAUP chapter with my response
forward of that to progressive faculty network
forward of that to council of chairs
discussion between members of FEC about meeting agenda

*J. Christopher Clemens
Senior Associate Dean for Research and Innovation
Jaroslav Folda Distinguished Professor of Physics and Astronomy
205 South Building CB# 3100
Chapel Hill, NC 27599
Phone: (919) 962-1165*

From: Robert P. George <rgeorge@Princeton.EDU>
Sent: Friday, June 21, 2019 5:53 PM
To: Clemens, J. Christopher
Subject: RE: Important News

Dear Chris:

Thanks for the heads up. May I see a copy of the AAUP letter?

Robby

Robert P. George
McCormick Professor of Jurisprudence
Director of the James Madison Program in
American Ideals and Institutions
Princeton University
112 Fisher Hall
Princeton, NJ 08544
(609) 258-3270

(609) 258-6837 (fax)
rgeorge@princeton.edu

From: Clemens, J. Christopher <clemens@physics.unc.edu>
Sent: Friday, June 21, 2019 5:52 PM
To: Program in Civic Virtue and Civil Discourse <programincivicvirtueandcivildiscourse@office.unc.edu>
Subject: Important News

Dear friends,

First, I would like to welcome Professor Molly Worthen of the history department to our group. Molly is a historian of American religion and a journalist whose work you may have seen in the New York Times.

Second, I would like to make everyone aware that I will present our program to the Faculty Executive Committee next Tuesday, assisted by Rich Myers, Larry Grossberg, and perhaps Donna Gilleskie. The local chapter of the AAUP circulated an email of concern to some faculty and there may be media present at the meeting. We are well prepared to address the questions they have, but I did not want anyone to be surprised if they heard something after the meeting.

I'll report back after the meeting to update everyone.

Chris

You're receiving this message because you're a member of the Program in Civic Virtue and Civil Discourse group from University of North Carolina at Chapel Hill. To take part in this conversation, reply all to this message.

[View group files](#) | [Leave group](#) | [Learn more about Office 365 Groups](#)

Message

From: Clemens, J. Christopher [/O=EXCHANGELABS/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=1E9A30C351E74258BD75BEA1EB62C71A-J. CHRISTOP]
Sent: 6/21/2019 5:51:37 PM
To: Program in Civic Virtue and Civil Discourse [/o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=df8562b56e4743d2946b7438958f8336-ff90e60f-3f]
Subject: Important News

Dear friends,

First, I would like to welcome Professor Molly Worthen of the history department to our group. Molly is a historian of American religion and a journalist whose work you may have seen in the New York Times.

Second, I would like to make everyone aware that I will present our program to the Faculty Executive Committee next Tuesday, assisted by Rich Myers, Larry Grossberg, and perhaps Donna Gilleskie. The local chapter of the AAUP circulated an email of concern to some faculty and there may be media present at the meeting. We are well prepared to address the questions they have, but I did not want anyone to be surprised if they heard something after the meeting.

I'll report back after the meeting to update everyone.

Chris

Message

From: Clemens, J. Christopher [/O=EXCHANGELABS/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=1E9A30C351E74258BD75BEA1EB62C71A-J. CHRISTOP]
Sent: 6/6/2019 11:04:30 AM
To: Duckett, Chuck [/o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=d42915aef8014bc4896b876cf0d6ecf0-Mr Charles]
Subject: Re: Free Expression at UNC

We need to be on that list. Will work on it.

Chris

*J. Christopher Clemens
Senior Associate Dean for Research and Innovation
Jaroslav Folda Distinguished Professor of Physics and Astronomy
205 South Building CB# 3100
Chapel Hill, NC 27599
Phone: (919) 962-1165*

From: Duckett, Chuck
Sent: Thursday, June 6, 2019 10:19 AM
To: Clemens, J. Christopher
Subject: RE: Free Expression at UNC

Good piece attached Chris. Hope you are well. Best, Chuck

From: Clemens, J. Christopher <clemens@physics.unc.edu>
Sent: Thursday, May 30, 2019 11:03 AM
To: Program in Civic Virtue and Civil Discourse <programincivicvirtueandcivildiscourse@office.unc.edu>
Subject: Free Expression at UNC

As background for our work, I thought you might enjoy reading this report on free expression at UNC from our Center for Media Law and Policy

<https://medialaw.unc.edu/wp-content/uploads/2019/05/UNCCampusFreeExpressionReport2019.pdf>

*J. Christopher Clemens
Senior Associate Dean for Research and Innovation
Jaroslav Folda Distinguished Professor of Physics and Astronomy
205 South Building CB# 3100
Chapel Hill, NC 27599
Phone: (919) 962-1165*

Message

From: Clemens, J. Christopher [/O=EXCHANGELABS/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=1E9A30C351E74258BD75BEA1EB62C71A-J. CHRISTOP]
Sent: 6/3/2019 9:46:17 AM
To: paul.carrese@asu.edu [/o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=a8d4896904b54ff88d009b8f590c3b5e-Guest_60b05]
Subject: Re: August Meeting and updates

Paul,

We would be very pleased to have you here for even the first day if that is all you can manage. I'll try to load the agenda with items that day. The second day will be more relaxed and maybe even bring in students or visiting class. I teach Thursday morning too.

Chris

*J. Christopher Clemens
Senior Associate Dean for Research and Innovation
Jaroslav Folda Distinguished Professor of Physics and Astronomy
205 South Building CB# 3100
Chapel Hill, NC 27599
Phone: (919) 962-1165*

From: Paul Carrese <Paul.Carrese@asu.edu>
Sent: Saturday, June 1, 2019 7:01 PM
To: Clemens, J. Christopher
Subject: RE: August Meeting and updates

Hello Chris,

Congratulations on all of this.

As for the August meeting: I can attend all day on August 21; but August 22nd is the first day of the fall semester at ASU, and I have a class at 1:30 pm that day. Right now I can't see any flights later than 9:20 a.m. that would get me from Raleigh Durham back to Phoenix in time for the first course meeting of the semester; which means I would miss the second day of the meeting.

If that is a serious problem, I could try to rearrange the course meeting (it's a small seminar) or make some other arrangement for it. I understand that it is not preferable to miss the second day.

With best regards,

Paul

From: Clemens, J. Christopher <clemens@physics.unc.edu>
Sent: Friday, May 24, 2019 10:52 AM

To: Program in Civic Virtue and Civil Discourse <programincivicvirtueandcivildiscourse@office.unc.edu>

Subject: August Meeting and updates

Dear Friends,

Based on the results of the doodle poll, we have chosen August 21-22 as the date of our meeting in Chapel Hill, to begin around and end in early afternoon of the 22nd. I will be in communication over the summer with formal letters of appointment and agenda items for the meeting. Alexis will also be reaching out to help with travel for our external board members. I am excited about this project and look forward to seeing you all in about three months.

Chris

*J. Christopher Clemens
Senior Associate Dean for Research and Innovation
Jaroslav Folda Distinguished Professor of Physics and Astronomy
205 South Building CB# 3100
Chapel Hill, NC 27599
Phone: (919) 962-1165*

You're receiving this message because you're a member of the Program in Civic Virtue and Civil Discourse group from University of North Carolina at Chapel Hill. To take part in this conversation, reply all to this message.

[View group files](#) | [Leave group](#) | [Learn more about Office 365 Groups](#)

Message

From: Clemens, J. Christopher [/O=EXCHANGELABS/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=1E9A30C351E74258BD75BEA1EB62C71A-J. CHRISTOP]
Sent: 4/10/2019 8:44:05 AM
To: Paul Carrese [Paul.Carrese@asu.edu]
Subject: Re: Center at UNC
Attachments: FAQ.docx; Program in Civic Virtue & Civil Discourse PROPOSAL_3_2019.pdf

Dear Paul,

I'm working up a letter for you that will formalize your participation on our advisory committee. Meanwhile, please see our fundraising pitch flyer and an FAQ. These are of course provisional, with the final shape of the program depending on the work of the advisory board.

Chris

*J. Christopher Clemens
Senior Associate Dean for Natural Sciences
Jaroslav Folda Distinguished Professor of Physics and Astronomy
205 South Building CB# 3100
Chapel Hill, NC 27599
Phone: (919) 962-1165*

From: Paul Carrese <Paul.Carrese@asu.edu>
Sent: Tuesday, April 9, 2019 11:26 AM
To: Clemens, J. Christopher
Cc: Strizheus, Yulia
Subject: Center at UNC

Dear Chris,

Thanks for the message you left on Friday on my office voicemail. I apologize for the tardy reply. I just left a voice message on your cell. I was at a conference through Sunday afternoon, and was catching up yesterday.

Congratulations on moving to the next stage with a Center. I look forward to hearing about it. Yes, I would be happy to serve on an advisory board, and I am glad to hear that Robby will be on the board as well. I am travelling again as of Thursday morning; so I hope we could talk later today or tomorrow. Indeed, on my travels I should be seeing Robby Friday night and Saturday at a conference in Chicago.

Attached are two updated profiles of our department at ASU – one with pictures, one with more text.

With best regards,

Paul

*Paul Carrese
Director and Professor
School of Civic and Economic Thought and Leadership
Arizona State University
pcarrese@asu.edu*

<https://scetl.asu.edu/>

Inspiring Leadership and Statesmanship for the Common Good

The Program for Civic Virtue and Civil Discourse

1. What is this program?

The Program for Civic Virtue and Civil Discourse will bring together faculty from all of the divisions of the College of Arts and Sciences and other schools to explore contemporary questions that (1) require the broadest interdisciplinary approaches to address and (2) relate to the civic and political engagement of our community of students, teachers, researchers, and scholars. We will approach these questions with humility in a spirit of intellectual friendship, even when they require contesting deeply held ideas and convictions. We will employ the full breadth of classical and contemporary intellectual traditions available in the academy, which we conceive as extending beyond our particular campus.

The program will be student-centered, focusing on developing and teaching courses in the new IDEAS in Action curriculum, bringing visitors to campus who can enrich our conversation, and providing “campus life experience” events that align to courses in the curriculum.

2. Why is this program necessary? Don't our faculty do this already?

Faculty have many demands on their time, including the imperative to engage in their disciplinary scholarship, the necessity of teaching domain-specific knowledge, and the need to mentor individual graduate and undergraduate students. These demands often limit the ability of faculty to engage in broader conversations or to develop general education courses in which they can deliberate with our students over big questions that transcend disciplinary boundaries. This program will represent a countervailing force to the demands of the academy that tend to isolate and narrow the focus of faculty. It will also provide resources to relieve faculty of some of their competing obligations so they may participate in the program. This intentional approach is not only vital to the health of the academy, but it will also be a practical help in building out our new IDEAS in Action curriculum.

3. What specific objective of the curriculum is this program most aligned with?

One ambition of our new curriculum is to re-center the liberal arts education on objectives that extend beyond career preparation. The IDEAS in Action proposal invokes the ideas of Danielle Allen (*Education and Equality*), who building on Hannah Arendt, lays out “four basic human potentialities that should be activated by education:”

1. Prepare ourselves for bread-winning work (labor, part 1).
2. Prepare ourselves for civic and political engagement (action).
3. Prepare ourselves for creative self-expression and worldmaking (work).
4. Prepare ourselves for rewarding relationships in spaces of intimacy and leisure (labor, part 2, overlapping with work).

The ambition of this program is to focus on items 2 and 4. By helping our students understand, explore, and contest ideas of civic virtue, and the modes of discourse it requires, we will prepare them for action in the world. By cultivating the deep friendships that can grow from debating, crafting, and grasping at civic ideals, we will prepare them for meaningful lives.

3. How is this program different from others with similar objectives in the College, like the Institute for Arts and Humanities, or the Program in Philosophy, Politics, and Economics, or the proposed Institute for Convergent Science?

The program shares some features with these programs but serves different objectives and demographics. The IAH is faculty-centered in its mission, which it describes as “empowering faculty to achieve their full potential by creating community and cultivating leadership.” The PPE program shares a focus on political and civic life, and seeks to integrate and apply “the methods, tools, and insights of philosophy, politics, and economics” in a minor and certificate program. In contrast, the new program will take a convergent approach, elevating the most important contemporary questions to the attention of students and faculty alike, and drawing together whatever disciplinary expertise is relevant to the questions. In this way, the program will be inclusive to questions of civic life or politics that require, for example, quantitative data from the social sciences or physical principles from the natural sciences. The program will promote the incorporation of these questions into courses like triple-I and campus life events, focusing on the general education curriculum rather than on a new major or minor.

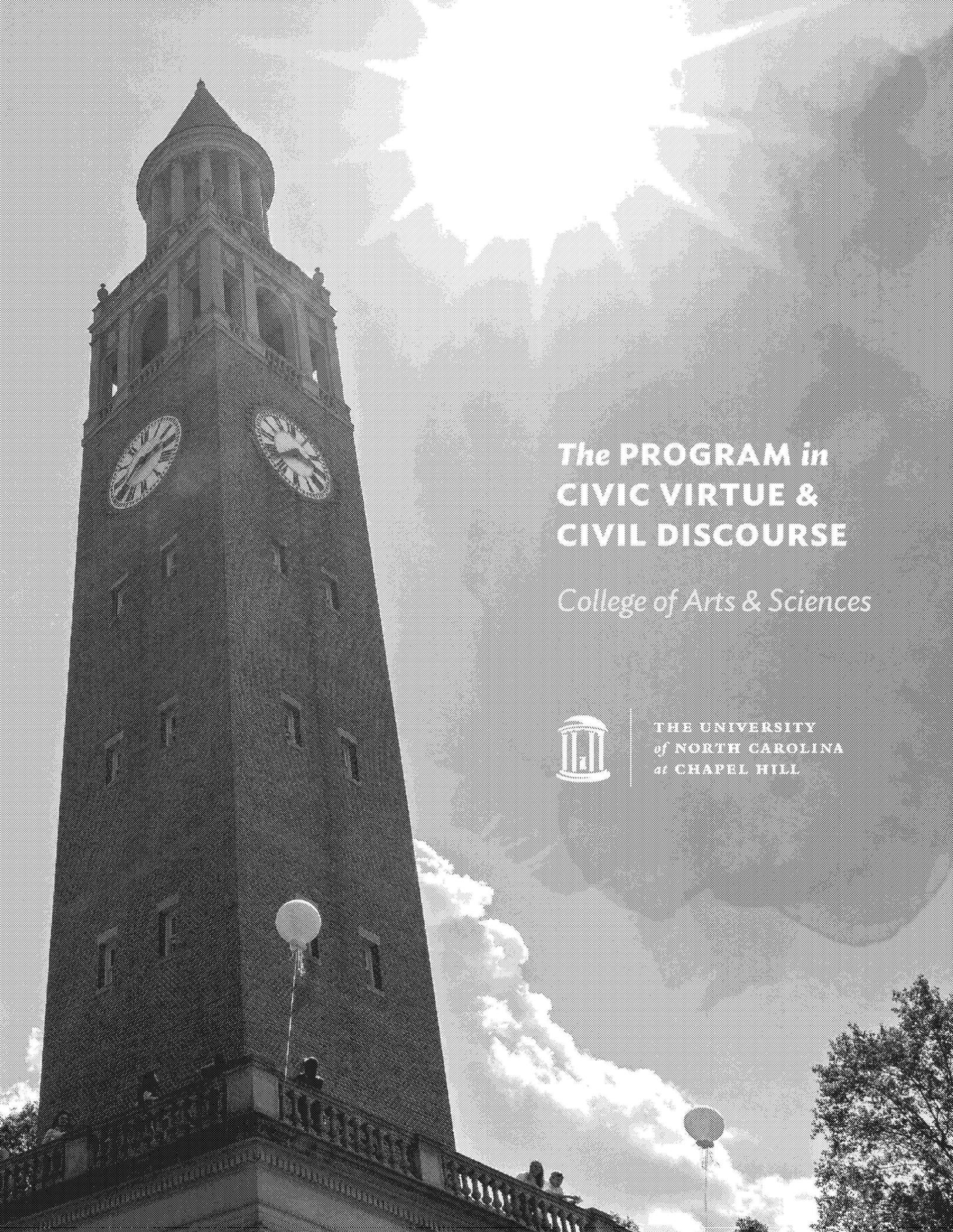
In its convergent or “question centered” approach the program is similar to the new Institute for Convergent Science (ICS). However, the focus of the ICS is to bring together talented teams of innovators, who “through creative partnerships and a new Innovation Framework will speed the translation of basic research into solutions for the world.” Although the problems addressed in the ICS will bear some relationship to our common life, the ICS is not concerned specifically with preparing students for engagement in civic and political life.

4. Is the program being formed at the request of the UNC Board of Governors, or as part of an attempt to make the campus “more conservative?”

No. The program is being formed to expand our intellectual and curricular approach to important questions of the day, especially those that relate to our shared civil life, and the discourse that enlivens and enriches it. The intellectual and organizational shape of the program is being developed by faculty in the College of Arts and Sciences who are enthusiastic about the program and its objectives. Some of these faculty are serving on an advisory committee that will help draft a mission for the program. This committee is chaired by Princeton Professor Robby George and the initial idea for our program grew out of conversations between Professor George and former UNC system president Margaret Spellings, former chancellor Carol Folt, Interim Chancellor Kevin Guskiewicz, and Board of Governors members who visited Robby George and his James Madison Program in American Ideals and Institutions.

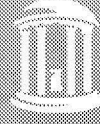
5. Who is funding the program? What conditions have been attached to the gifts?

A variety of private foundations and individuals have expressed interest in supporting the program. As is the case with every other contribution it receives, the College will not accept gifts that limit academic freedom, attempt to stipulate the shape of courses or curricula or the shrink the areas of inquiry or pedagogy open to faculty in the program.



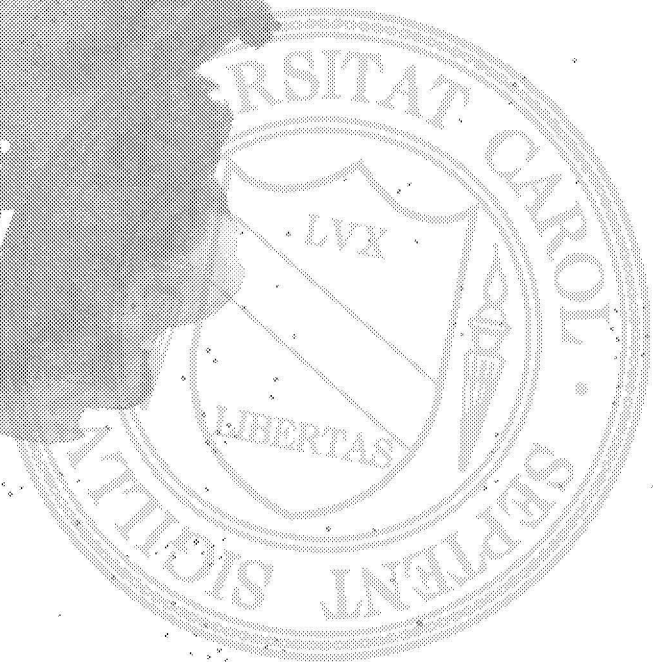
***The PROGRAM in
CIVIC VIRTUE &
CIVIL DISCOURSE***

College of Arts & Sciences



THE UNIVERSITY
of NORTH CAROLINA
at CHAPEL HILL

*We are committed
to living up to the public
mission that has guided
us since our founding.*



A FULL SPECTRUM OF VOICES & VIEWPOINTS

We can all agree that debating the pressing issues of the day should be done in an atmosphere of respect. And to have any chance of solving them — a diversity of perspectives must have a place at the table.

Higher education would seem ideally suited for the task. Over the past five decades, universities have increasingly taken a progressive approach to these issues, building an admirable ethos of social justice, economic advancement and civic participation.

However, this trend has also led to a relative impoverishment by providing students with opportunities to hear predominately liberal voices espousing a particular world view. Too often, competing voices — voices that would bring classical intellectual traditions into sustained and rigorous dialogue with contemporary thought — go unheard or, worse, are shut down. In too many places, the academy has suffered a loss of political diversity and an increase in the pressure for ideological conformity, threatening the classical liberal value of free speech.

At Carolina, we are committed to living up to the public mission that has guided us since our founding. And to be truly public, we must expose our undergraduate students to the full spectrum of voices and viewpoints that have shaped — and continue to shape — our national identity.

With that as our overarching imperative, we aim to create the Program in Civic Virtue & Civil Discourse in the UNC College of Arts & Sciences. This new Program will combine the vigorous pursuit of truth with the forging of deep intellectual friendships among faculty and students across a wide variety of philosophical and political perspectives. Faculty in the Program will commit to developing general education courses in the College's new IDEAs in Action Curriculum (the general education curriculum required of all first- and second-year students at Carolina, regardless of their subsequent major); courses that will help our students form a coherent philosophical foundation for their intellectual and civic lives.

The College of Arts & Sciences is seeking \$11.2 million to plan and launch the first phase of this new Program. This amount will support the startup costs and endow leadership positions. Professor Robert George, founder of Princeton's James Madison Program in American Ideals and Institutions, has agreed to head an advisory committee that will help give intellectual shape to our program, as well as assist with a national search for its intellectual and operational leadership. We are seeking your support in raising this amount.

A REAWAKENING

The founders of the United States of America, informed by classical learning and Enlightenment Liberalism, established both an intellectual foundation and a governmental and civic framework for our nation. It has formed the basis for our common life for nearly 250 years.

Carolina's new Program in Civic Virtue & Civil Discourse will reawaken the scholarship and pedagogy that fashioned America, ensuring that graduates of our great University have learned to think independently and to debate the fundamental questions of life in an informed and civil way.

Are there fundamental rights held by all people? What are these rights, and where do they come from? What is the

purpose of government and its best form? What are the ethics of a marketplace? Is moral choice a fact or delusion? Are "Life, Liberty and the Pursuit of Happiness" and the other ideals of the Declaration of Independence a reality or a "promissory note" for most Americans? What challenges will globalism, resurgent nationalism and new technology bring to these ideals?

These are the questions our students should be examining because they will be our nation's next generation of citizen-leaders. With the Program in Civic Virtue & Civil Discourse, they will be sure to explore these issues — and through multiple lenses.

THE 'MOST PUBLIC' OF THE PUBLICS

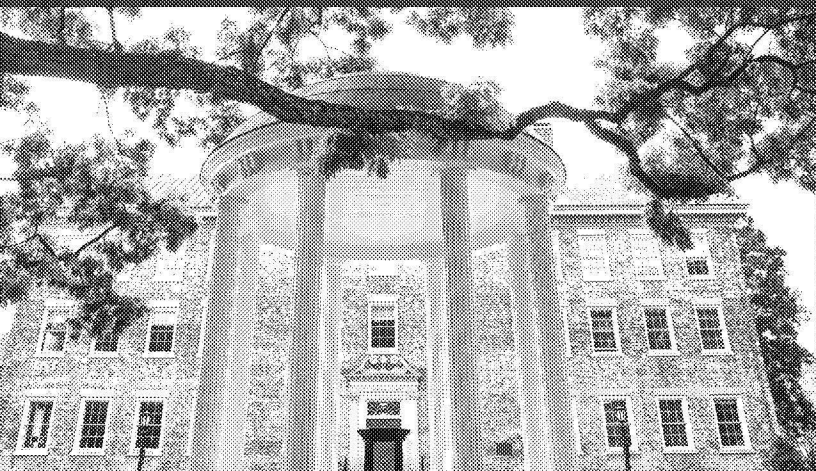
Carolina is well positioned to create this Program. As the first state university, the University's founding purpose was, and is, to prepare an educated citizenry for service to North Carolina and the nation. More recently, Interim Chancellor Kevin Guskiewicz has reaffirmed this commitment in *The Blueprint for Next*, UNC-Chapel Hill's strategic framework, which emphasizes that Carolina will provide the broad liberal arts education that is not only practical and useful, but also deeply engaged in reflection on what it means to live a good life. This will provide students with both the skills they need to lead and the wisdom to know where their leadership should take us.

The Blueprint states:

As a center of inquiry and civil debate, Carolina — perhaps more than anywhere else — can host informed public discussion of our state's most daunting issues. We will facilitate for and develop in our students the openness and perspective required of our state's future citizen-leaders.

The Program in Civic Virtue & Civil Discourse will accomplish this goal by teaching students how to reason together, debate civilly and be open to learning from those with whom they disagree. Program faculty will develop general education courses within the College of Arts & Sciences' new IDEAs in Action Curriculum that will equip students with a broad classical liberal arts framework to help them answer perennial questions about what constitutes a good life in the face of dramatic social, technological and cultural change in the digital age.

A few other universities across the nation are taking admirable steps to address this need, and UNC-Chapel Hill has an opportunity to build a program of excellence and national distinction.



A THEMATIC APPROACH

The Program will promote teaching and scholarship in political, social, economic and moral life, with an emphasis on two specific themes: the ethics of civil discourse, and the roles and responsibilities of well-educated and engaged citizens in the life of a republic. The Program will explore a broad range of intellectual avenues in examining these themes, including:

- the historical and philosophical roots of the U.S. Constitution;
- the evolution of U.S. laws and political structures over time;
- ethical modes of discourse and dissent;
- the role of great works of literature in informing and enriching our lives;
- ethical and cultural dimensions of science and technology;
- the place of religion and religiously informed moral judgment in American public life.

The Program will examine and discuss these intellectual questions as they intersect with specific challenges, such as:

- sovereign debt and its impact on the future of the social order;
- the global economy and the rising importance of automation and artificial intelligence;
- the bioethical implications of gene editing and the dangers of “second wave” human eugenics.

In addressing these concerns, students and faculty will explore the thought of America’s founders and leading statesmen, including Madison, Jefferson, Washington, Adams, Lincoln and King. They will also consider the contributions of thinkers who shaped the understanding that fed the American founding and continue to shape the American civic idea. Among these are Plato, Aristotle, Augustine, Aquinas, Luther, Calvin, More, Erasmus, Adam Smith, Montesquieu, Sidney and Locke. These will also include perceptive foreign commentators on American ideals and institutions — such as de Tocqueville, Churchill, Chesterton and Solzhenitsyn.

CROSSING CAMPUS & REACHING THE PUBLIC

During the startup year, the Program in Civic Virtue & Civil Discourse will be led by Professor Chris Clemens, the Jaroslav Folda Distinguished Professor of Physics and Astronomy and senior associate dean for research and innovation. He will lead the recruitment of an advisory committee, conduct a national search for leadership and establish the institutional structure of the Program. We have also identified an initial cohort of faculty from eight different departments in the College and two other schools at UNC — law and medicine — that will be invited to join the Program. The College faculty who accept joint appointments in the Program will agree to develop and teach new general education courses that foster broad intellectual formation through engagement with classical intellectual traditions in conversation with contemporary problems and questions. They will represent a wide range of disciplines: English and comparative literature, political science, American studies, economics, computer science, physics and astronomy, history, and communication. Their law and medicine colleagues will further broaden the Program’s multidisciplinary strength.

Initially, the Program will not have its own disciplinary major or minor but will participate in building components of the College of Arts & Sciences’ new curriculum across multiple disciplines. This multidisciplinary approach will not only ensure that students are exposed to a wide range

of intellectual and scholarly viewpoints, it will also fuel pioneering scholarship by providing new opportunities to enhance and accelerate intellectual partnerships that share a common purpose with Program goals. Example courses that already exist at Carolina and might be reformatted for the new curriculum include:

- Introduction to American Government
- Great Books: Work, Travel and Identity in World Literature
- The Constitution of the United States
- When Countries Go Broke: The Politics of Economic Crisis
- The Medieval Foundations of Modern Cosmology

In addition, Program faculty will join with faculty across the College to develop new courses like:

- Physics for Future Presidents
- Do Robots Work for Free? The Economics of Automation and Artificial Intelligence
- Life, Liberty and the Pursuit of Perfection: The Mechanics and Ethics of Gene Editing

Academic Public Programming/Speaker Series

The Program’s premier programming will invite pairs of speakers who can model civil discourse while representing opposing viewpoints on key intellectual questions. Other speakers will present ideas on the ethics of civil discourse, the imperative for leadership that accompanies citizenship in a free republic and other inspirational topics that are currently not well represented in higher education. A Distinguished Scholars Speakers Series will annually bring internationally renowned scholars to campus for public lectures and to meet with students.

EXISTING STRENGTHS & ASSESSMENTS OF NEED & LIKELY SUCCESS

While we do not currently have a program capable of fostering the intellectual environment needed to build this critical area on our campus, we know such a program can

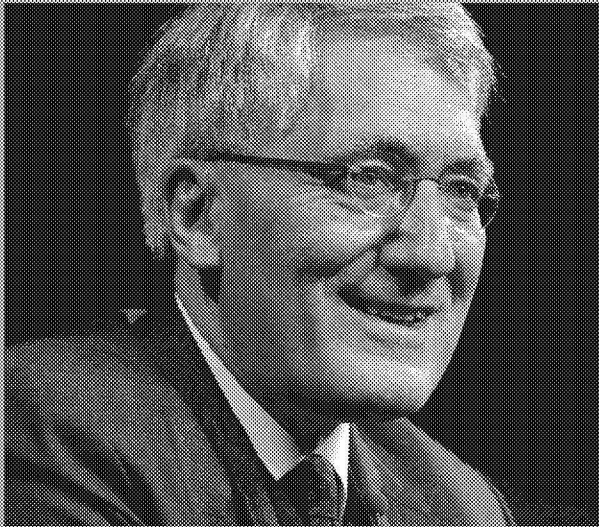
be extremely successful at Carolina. We have a number of successful programs that provide nationally and internationally recognized scholarship and teaching.

We also have compelling evidence of both great interest and great need for what we envision. This includes not only clear and expressed interest on the part of our own Board of Trustees and the UNC System Board of Governors, but on the part of faculty, students and alumni, many of whom are potential donors. Several current faculty members at UNC and at other prominent universities with the scholarly expertise and intellectual curiosity to help launch and sustain this exciting new Program have voiced strong enthusiasm for it. Our initial cohort of UNC faculty are ready to participate, and we are recruiting more.

Other programs with related, though more limited objectives, have had great success on our campus. For example, our Philosophy, Politics and Economics (PPE) program (in partnership with Duke University) examines issues of liberty, justice, rights and the efficiency of markets from the perspectives of all three disciplines. It has grown by some 35 students each year since 2008 and is now — with 375 students — the country’s largest such program with still growing student demand. Our program in Medieval and Early Modern Studies (MEMS) was created 11 years ago and in 2017-18, 3,440 undergraduates took courses in MEMS.

And donors are responding. This year, Carolina announced a \$3.75 million grant from the John William Pope Foundation and a \$3.4 million commitment from the Charles Koch Foundation that will hire new faculty for the PPE program as well as begin the planning to turn its current minor into an academic major for undergraduates.

While our new Program will leverage the strength of existing programs, it will also transcend them by focusing on the general education curriculum. Program faculty will come from much broader areas of interest, and by applying their teaching talents to general education, they will enhance and broaden the experience of every undergraduate in the College of Arts & Sciences. This strategy will help Carolina produce citizens with broad intellectual perspectives, with ideas that have been tested through reasoned analysis and friendly but vigorous debate, and with a coherent philosophical ground that is anchored in classical intellectual traditions.



EXPERT ADVICE

In laying the groundwork for the Program in Civic Virtue & Civil Discourse, we visited similar programs at Princeton and Arizona State University.

Princeton's James Madison Program in American Ideals and Institutions explores enduring questions of American constitutional law and Western political thought, as well as examines the application of basic legal and ethical principles to contemporary problems. Founded in 2000, the program is led by Robert George (above), a national thought-leader who will chair our advisory committee. Professor George spoke to the UNC System Board of Governors in December 2017. "[The James Madison Program has] really had a transformative effect on the campus in encouraging civil, robust debate about a wide range of issues," he said. "There is a spectrum of views represented now in the discussion at Princeton, which is much broader than what was available on our campus before... What you do here will be noticed and looked to by others in the country. What you do here will set an example for other states and other universities."

At Arizona State, faculty and students in the School of Civic and Economic Thought and Leadership take a two-pronged approach to the "debate over the large questions of life that always arise." From its mission statement: "One way is to look beyond the time and borders of our present society to the great thinkers who have contended for the high status of teachers of humanity... The other way of studying the fundamental questions is to look within ourselves to the American leaders, both intellectual and political, who have inspired us. Here we turn from the human task of thinking for oneself to the civic vocation of contributing to our common life."

INITIAL STEPS

Interim Chancellor Kevin Guskiewicz, Provost Bob Blouin and Senior Associate Dean Chris Clemens have spent considerable time and effort researching and visiting similar programs across the country, including at Princeton and Arizona State University (ASU), where leaders said that they believe this can be a great success here in Chapel Hill. They also have offered to help us in our efforts to launch a new program.

We believe that the time is now to make a significant push and investment for a program that will be unique to Carolina. We will be strategic in leveraging our existing strengths as well as untapped resources, both regionally and nationally. Based on all we know and have been recommended to consider, we have developed a plan for our next steps:

- Appoint a nine-member advisory committee (to include three UNC-Chapel Hill faculty members, one member of the UNC-Chapel Hill Board of Trustees, one member of the UNC System Board of Governors and four external consultant thought-leaders who will include Professor George from Princeton) by July 2019. This is similar to the process used with great success at ASU, where consultants were paid stipends for their significant work. The committee will serve for nine months to assist our leadership in developing a founding mission statement, recruiting a distinguished faculty director, and assessing different curricular and program possibilities with UNC faculty who will join the Program. This approach has succeeded at both ASU and Princeton.
- Launch a targeted national search to identify and recruit a founding academic director who reports to the dean of the College of Arts & Sciences, ideally to be named by July 1, 2020. This will be someone who is internationally recognized for their scholarship and teaching, especially in the liberal arts core curriculum. The academic director must have an extraordinary track record and demonstrated excellence in research and teaching, both in the academy and as a public intellectual. He or she will develop a strategic vision for the Program and lead in the development of the curricular and programmatic initiatives that will reflect this

vision. The academic director and other faculty members will hold tenure jointly within the Program and with at least one other academic department (also like Princeton and ASU).

- Recruit an executive director who will report to the academic director and will oversee the day-to-day operations of the Program, including the infrastructure and logistics for the curricular and public programming initiatives. Our goal is to name this executive director within three months of the academic director appointment, no later than Sept. 30, 2020.

OUR PROPOSAL

We have developed a three-phase budget plan for the Program:

Phase One: Planning Budget; Hiring of Founding Academic Director; Hiring of Executive Director (\$11.2 million total)

Phase Two: Operating Budget (\$1.41 million annually)

Phase Three: Growing the Program (\$900,000 annually)

Of the three phases, the most critical is the first; without it, we will not reach the others, and the Program will never become a reality. Moreover, we are confident that funding Phase One will generate the critical momentum we need to secure donors for Phases Two and Three.

In short, we need one or more early-stage leadership investors to fulfill our vision. These leadership donors will share our commitment to American ideals, and we will be honored by their partnership with us in this exciting endeavor. See the table at right for specifics on how the Phase One total will be used.

PHASE ONE BUDGET DETAILS

Planning Budget

External Advisory Committee stipends (4 x \$20,000)	\$80,000
Advisory Committee travel	\$20,000
Search costs	\$25,000
Planning meetings and other events	\$25,000
Administrative support	\$50,000
Total	\$200,000 (expendable)

Founding Academic Director

Salary and benefits	\$350,000/year
Total	\$7 million (endowment)

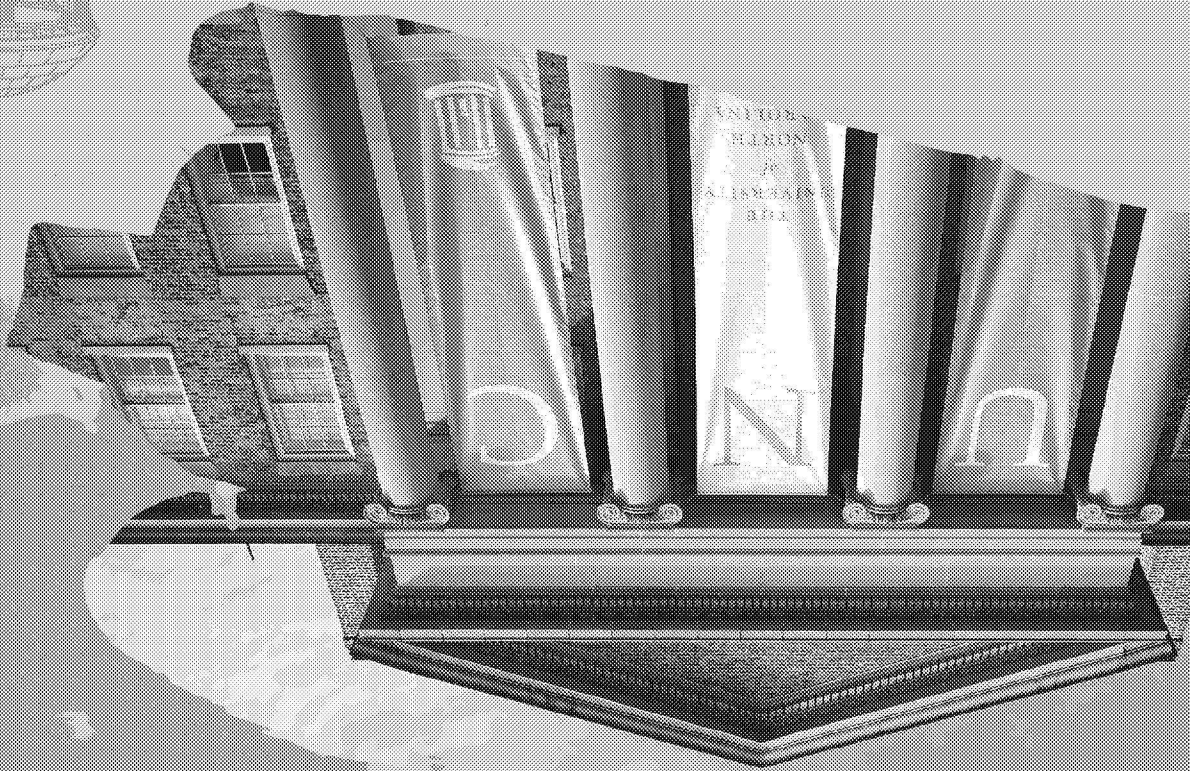
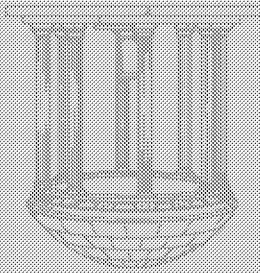
Executive Director

Salary and benefits	\$200,000/year
Total	\$4 million (endowment)

The philanthropy of those who embrace the bold vision outlined above will help lay the foundation for a prominent academic interdisciplinary endeavor on thought diversity at the nation's first public university. With new curricula and research opportunities, new talent and leadership across multiple disciplines and with varying perspectives, the Program in Civic Virtue & Civil Discourse will significantly broaden Carolina's scholarship profile, curricular options and public engagement, serving as a national leader for improved civil discourse.

FOR MORE INFORMATION, CONTACT:
Professor Chris Clemens
Senior Associate Dean for Research and Innovation
205 South Building
Chapel Hill, NC 27599-3100
919.962.1165 clemens@physics.unc.edu

• the CAMPAIGN for CAROLINA •



Message

From: Clemens, J. Christopher [/O=EXCHANGELABS/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=1E9A30C351E74258BD75BEA1EB62C71A-J. CHRISTOP]
Sent: 4/8/2019 9:07:21 AM
To: Lundberg, Christian O [/o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=f0daf07b0d9c454781a086b7655aad61-Christian O]
Subject: Fw: phone call with Robby George

Can you do the doodle poll? Once I have your times I will schedule.

Chris

*J. Christopher Clemens
Senior Associate Dean for Natural Sciences
Jaroslav Folda Distinguished Professor of Physics and Astronomy
205 South Building CB# 3100
Chapel Hill, NC 27599
Phone: (919) 962-1165*

From: Clemens, J. Christopher
Sent: Friday, April 5, 2019 5:50 PM
To: Myers, Richard Ernest II; Gilleskie, Donna B; Lundberg, Christian O; rpbryan
cgduckett@battleandassociates.com; farr.curlin@duke.edu
Cc: Black, Will
Subject: phone call with Robby George

Dear friends,

We are trying to schedule a telephone call with Robby George. Please help by completing the doodle poll below.

<https://doodle.com/poll/nd8iqh43skc92n73>

I have included a copy of a flyer made up by development, and a rough draft of some talking points for the new program. Please let me know if you have any questions.

Thanks,
Chris

*J. Christopher Clemens
Senior Associate Dean for Natural Sciences
Jaroslav Folda Distinguished Professor of Physics and Astronomy
205 South Building CB# 3100
Chapel Hill, NC 27599
Phone: (919) 962-1165*

Message

From: Clemens, J. Christopher [/O=EXCHANGELABS/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=1E9A30C351E74258BD75BEA1EB62C71A-J. CHRISTOP]
Sent: 4/5/2019 5:50:09 PM
To: Myers, Richard Ernest II [/o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=0d393d810af1435d9992984aede7ba76-Richard E M]; Gilleskie, Donna B [/o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=c896d67116984050bdd50cd51121bfb3-Donna B Gil]; Lundberg, Christian O [/o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=f0daf07b0d9c454781a086b7655aad61-Christian O]; rpbryan cgduckett@battleandassociates.com; farr.curlin@duke.edu
CC: Black, Will [/o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=42362e27b6fc447489672772a305367d-wblack]
Subject: phone call with Robby George
Attachments: Program in Civic Virtue & Civil Discourse PROPOSAL_3_2019.pdf; Civic_Program_FAQ.docx

Dear friends,

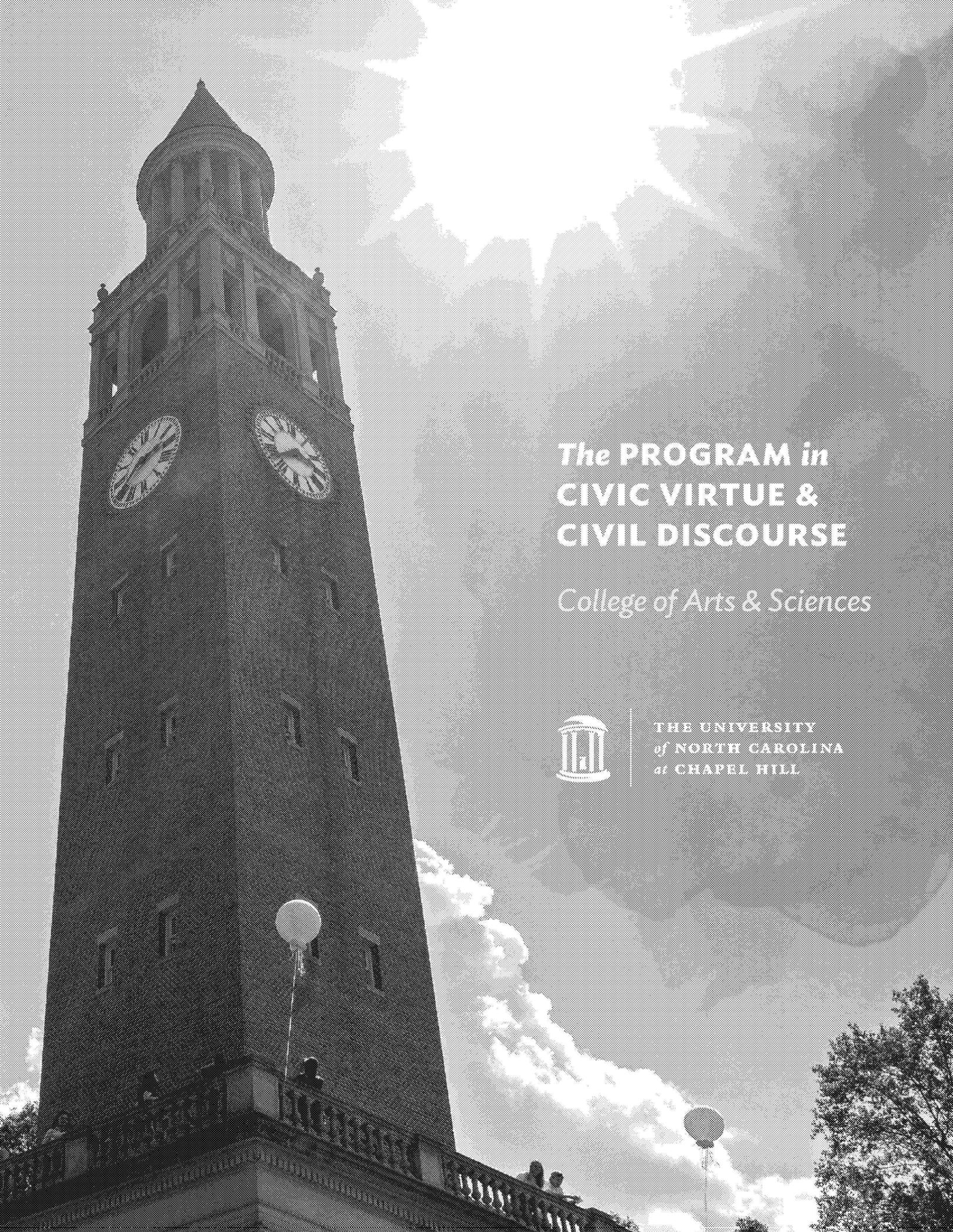
We are trying to schedule a telephone call with Robby George. Please help by completing the doodle poll below.

<https://doodle.com/poll/nd8iqh43skc92n73>

I have included a copy of a flyer made up by development, and a rough draft of some talking points for the new program. Please let me know if you have any questions.

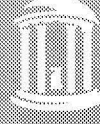
Thanks,
Chris

*J. Christopher Clemens
Senior Associate Dean for Natural Sciences
Jaroslav Folda Distinguished Professor of Physics and Astronomy
205 South Building CB# 3100
Chapel Hill, NC 27599
Phone: (919) 962-1165*



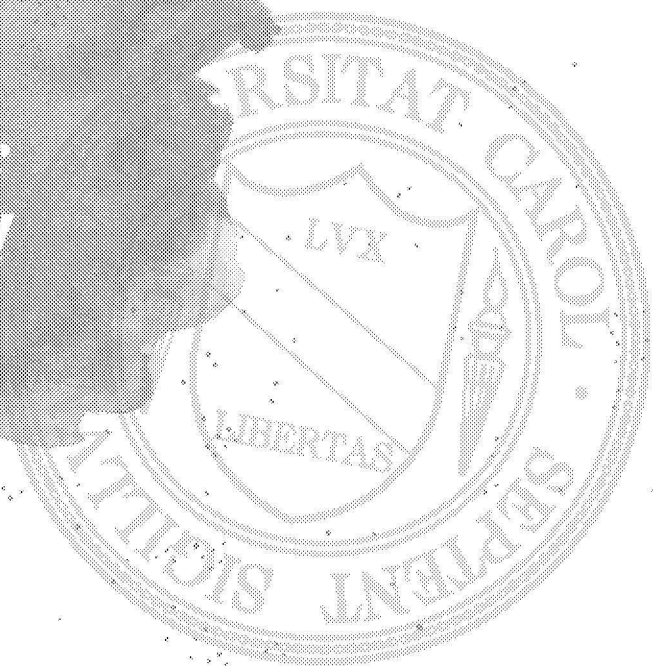
The PROGRAM in
CIVIC VIRTUE &
CIVIL DISCOURSE

College of Arts & Sciences



THE UNIVERSITY
of NORTH CAROLINA
at CHAPEL HILL

*We are committed
to living up to the public
mission that has guided
us since our founding.*



A FULL SPECTRUM OF VOICES & VIEWPOINTS

We can all agree that debating the pressing issues of the day should be done in an atmosphere of respect. And to have any chance of solving them — a diversity of perspectives must have a place at the table.

Higher education would seem ideally suited for the task. Over the past five decades, universities have increasingly taken a progressive approach to these issues, building an admirable ethos of social justice, economic advancement and civic participation.

However, this trend has also led to a relative impoverishment by providing students with opportunities to hear predominately liberal voices espousing a particular world view. Too often, competing voices — voices that would bring classical intellectual traditions into sustained and rigorous dialogue with contemporary thought — go unheard or, worse, are shut down. In too many places, the academy has suffered a loss of political diversity and an increase in the pressure for ideological conformity, threatening the classical liberal value of free speech.

At Carolina, we are committed to living up to the public mission that has guided us since our founding. And to be truly public, we must expose our undergraduate students to the full spectrum of voices and viewpoints that have shaped — and continue to shape — our national identity.

With that as our overarching imperative, we aim to create the Program in Civic Virtue & Civil Discourse in the UNC College of Arts & Sciences. This new Program will combine the vigorous pursuit of truth with the forging of deep intellectual friendships among faculty and students across a wide variety of philosophical and political perspectives. Faculty in the Program will commit to developing general education courses in the College's new IDEAs in Action Curriculum (the general education curriculum required of all first- and second-year students at Carolina, regardless of their subsequent major); courses that will help our students form a coherent philosophical foundation for their intellectual and civic lives.

The College of Arts & Sciences is seeking \$11.2 million to plan and launch the first phase of this new Program. This amount will support the startup costs and endow leadership positions. Professor Robert George, founder of Princeton's James Madison Program in American Ideals and Institutions, has agreed to head an advisory committee that will help give intellectual shape to our program, as well as assist with a national search for its intellectual and operational leadership. We are seeking your support in raising this amount.

A REAWAKENING

The founders of the United States of America, informed by classical learning and Enlightenment Liberalism, established both an intellectual foundation and a governmental and civic framework for our nation. It has formed the basis for our common life for nearly 250 years.

Carolina's new Program in Civic Virtue & Civil Discourse will reawaken the scholarship and pedagogy that fashioned America, ensuring that graduates of our great University have learned to think independently and to debate the fundamental questions of life in an informed and civil way.

Are there fundamental rights held by all people? What are these rights, and where do they come from? What is the

purpose of government and its best form? What are the ethics of a marketplace? Is moral choice a fact or delusion? Are "Life, Liberty and the Pursuit of Happiness" and the other ideals of the Declaration of Independence a reality or a "promissory note" for most Americans? What challenges will globalism, resurgent nationalism and new technology bring to these ideals?

These are the questions our students should be examining because they will be our nation's next generation of citizen-leaders. With the Program in Civic Virtue & Civil Discourse, they will be sure to explore these issues — and through multiple lenses.

THE 'MOST PUBLIC' OF THE PUBLICS

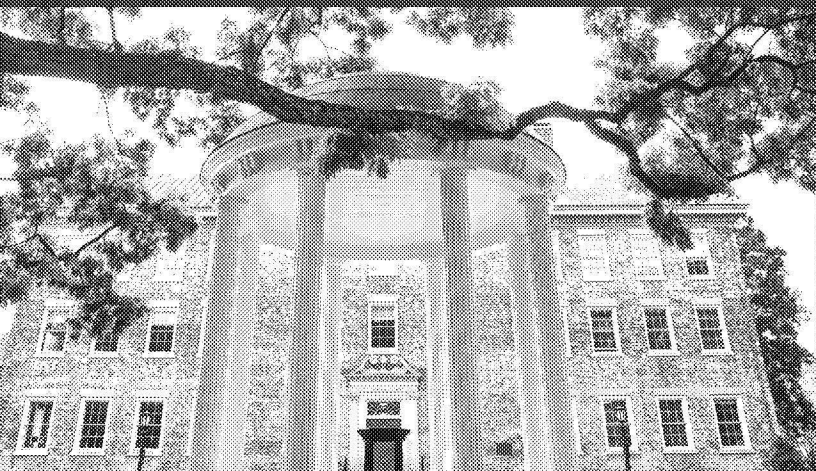
Carolina is well positioned to create this Program. As the first state university, the University's founding purpose was, and is, to prepare an educated citizenry for service to North Carolina and the nation. More recently, Interim Chancellor Kevin Guskiewicz has reaffirmed this commitment in *The Blueprint for Next*, UNC-Chapel Hill's strategic framework, which emphasizes that Carolina will provide the broad liberal arts education that is not only practical and useful, but also deeply engaged in reflection on what it means to live a good life. This will provide students with both the skills they need to lead and the wisdom to know where their leadership should take us.

The Blueprint states:

As a center of inquiry and civil debate, Carolina — perhaps more than anywhere else — can host informed public discussion of our state's most daunting issues. We will facilitate for and develop in our students the openness and perspective required of our state's future citizen-leaders.

The Program in Civic Virtue & Civil Discourse will accomplish this goal by teaching students how to reason together, debate civilly and be open to learning from those with whom they disagree. Program faculty will develop general education courses within the College of Arts & Sciences' new IDEAs in Action Curriculum that will equip students with a broad classical liberal arts framework to help them answer perennial questions about what constitutes a good life in the face of dramatic social, technological and cultural change in the digital age.

A few other universities across the nation are taking admirable steps to address this need, and UNC-Chapel Hill has an opportunity to build a program of excellence and national distinction.



A THEMATIC APPROACH

The Program will promote teaching and scholarship in political, social, economic and moral life, with an emphasis on two specific themes: the ethics of civil discourse, and the roles and responsibilities of well-educated and engaged citizens in the life of a republic. The Program will explore a broad range of intellectual avenues in examining these themes, including:

- the historical and philosophical roots of the U.S. Constitution;
- the evolution of U.S. laws and political structures over time;
- ethical modes of discourse and dissent;
- the role of great works of literature in informing and enriching our lives;
- ethical and cultural dimensions of science and technology;
- the place of religion and religiously informed moral judgment in American public life.

The Program will examine and discuss these intellectual questions as they intersect with specific challenges, such as:

- sovereign debt and its impact on the future of the social order;
- the global economy and the rising importance of automation and artificial intelligence;
- the bioethical implications of gene editing and the dangers of “second wave” human eugenics.

In addressing these concerns, students and faculty will explore the thought of America’s founders and leading statesmen, including Madison, Jefferson, Washington, Adams, Lincoln and King. They will also consider the contributions of thinkers who shaped the understanding that fed the American founding and continue to shape the American civic idea. Among these are Plato, Aristotle, Augustine, Aquinas, Luther, Calvin, More, Erasmus, Adam Smith, Montesquieu, Sidney and Locke. These will also include perceptive foreign commentators on American ideals and institutions — such as de Tocqueville, Churchill, Chesterton and Solzhenitsyn.

CROSSING CAMPUS & REACHING THE PUBLIC

During the startup year, the Program in Civic Virtue & Civil Discourse will be led by Professor Chris Clemens, the Jaroslav Folda Distinguished Professor of Physics and Astronomy and senior associate dean for research and innovation. He will lead the recruitment of an advisory committee, conduct a national search for leadership and establish the institutional structure of the Program. We have also identified an initial cohort of faculty from eight different departments in the College and two other schools at UNC — law and medicine — that will be invited to join the Program. The College faculty who accept joint appointments in the Program will agree to develop and teach new general education courses that foster broad intellectual formation through engagement with classical intellectual traditions in conversation with contemporary problems and questions. They will represent a wide range of disciplines: English and comparative literature, political science, American studies, economics, computer science, physics and astronomy, history, and communication. Their law and medicine colleagues will further broaden the Program’s multidisciplinary strength.

Initially, the Program will not have its own disciplinary major or minor but will participate in building components of the College of Arts & Sciences’ new curriculum across multiple disciplines. This multidisciplinary approach will not only ensure that students are exposed to a wide range

of intellectual and scholarly viewpoints, it will also fuel pioneering scholarship by providing new opportunities to enhance and accelerate intellectual partnerships that share a common purpose with Program goals. Example courses that already exist at Carolina and might be reformatted for the new curriculum include:

- Introduction to American Government
- Great Books: Work, Travel and Identity in World Literature
- The Constitution of the United States
- When Countries Go Broke: The Politics of Economic Crisis
- The Medieval Foundations of Modern Cosmology

In addition, Program faculty will join with faculty across the College to develop new courses like:

- Physics for Future Presidents
- Do Robots Work for Free? The Economics of Automation and Artificial Intelligence
- Life, Liberty and the Pursuit of Perfection: The Mechanics and Ethics of Gene Editing

Academic-Public Programming/Speaker Series

The Program’s premier programming will invite pairs of speakers who can model civil discourse while representing opposing viewpoints on key intellectual questions. Other speakers will present ideas on the ethics of civil discourse, the imperative for leadership that accompanies citizenship in a free republic and other inspirational topics that are currently not well represented in higher education. A Distinguished Scholars Speakers Series will annually bring internationally renowned scholars to campus for public lectures and to meet with students.

EXISTING STRENGTHS & ASSESSMENTS OF NEED & LIKELY SUCCESS

While we do not currently have a program capable of fostering the intellectual environment needed to build this critical area on our campus, we know such a program can

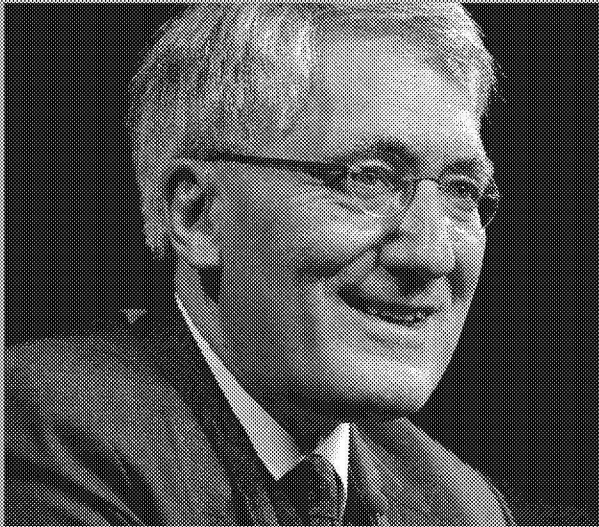
be extremely successful at Carolina. We have a number of successful programs that provide nationally and internationally recognized scholarship and teaching.

We also have compelling evidence of both great interest and great need for what we envision. This includes not only clear and expressed interest on the part of our own Board of Trustees and the UNC System Board of Governors, but on the part of faculty, students and alumni, many of whom are potential donors. Several current faculty members at UNC and at other prominent universities with the scholarly expertise and intellectual curiosity to help launch and sustain this exciting new Program have voiced strong enthusiasm for it. Our initial cohort of UNC faculty are ready to participate, and we are recruiting more.

Other programs with related, though more limited objectives, have had great success on our campus. For example, our Philosophy, Politics and Economics (PPE) program (in partnership with Duke University) examines issues of liberty, justice, rights and the efficiency of markets from the perspectives of all three disciplines. It has grown by some 35 students each year since 2008 and is now — with 375 students — the country’s largest such program with still growing student demand. Our program in Medieval and Early Modern Studies (MEMS) was created 11 years ago and in 2017-18, 3,440 undergraduates took courses in MEMS.

And donors are responding. This year, Carolina announced a \$3.75 million grant from the John William Pope Foundation and a \$3.4 million commitment from the Charles Koch Foundation that will hire new faculty for the PPE program as well as begin the planning to turn its current minor into an academic major for undergraduates.

While our new Program will leverage the strength of existing programs, it will also transcend them by focusing on the general education curriculum. Program faculty will come from much broader areas of interest, and by applying their teaching talents to general education, they will enhance and broaden the experience of every undergraduate in the College of Arts & Sciences. This strategy will help Carolina produce citizens with broad intellectual perspectives, with ideas that have been tested through reasoned analysis and friendly but vigorous debate, and with a coherent philosophical ground that is anchored in classical intellectual traditions.



EXPERT ADVICE

In laying the groundwork for the Program in Civic Virtue & Civil Discourse, we visited similar programs at Princeton and Arizona State University.

Princeton's James Madison Program in American Ideals and Institutions explores enduring questions of American constitutional law and Western political thought, as well as examines the application of basic legal and ethical principles to contemporary problems. Founded in 2000, the program is led by Robert George (above), a national thought-leader who will chair our advisory committee. Professor George spoke to the UNC System Board of Governors in December 2017. "[The James Madison Program has] really had a transformative effect on the campus in encouraging civil, robust debate about a wide range of issues," he said. "There is a spectrum of views represented now in the discussion at Princeton, which is much broader than what was available on our campus before... What you do here will be noticed and looked to by others in the country. What you do here will set an example for other states and other universities."

At Arizona State, faculty and students in the School of Civic and Economic Thought and Leadership take a two-pronged approach to the "debate over the large questions of life that always arise." From its mission statement: "One way is to look beyond the time and borders of our present society to the great thinkers who have contended for the high status of teachers of humanity... The other way of studying the fundamental questions is to look within ourselves to the American leaders, both intellectual and political, who have inspired us. Here we turn from the human task of thinking for oneself to the civic vocation of contributing to our common life."

INITIAL STEPS

Interim Chancellor Kevin Guskiewicz, Provost Bob Blouin and Senior Associate Dean Chris Clemens have spent considerable time and effort researching and visiting similar programs across the country, including at Princeton and Arizona State University (ASU), where leaders said that they believe this can be a great success here in Chapel Hill. They also have offered to help us in our efforts to launch a new program.

We believe that the time is now to make a significant push and investment for a program that will be unique to Carolina. We will be strategic in leveraging our existing strengths as well as untapped resources, both regionally and nationally. Based on all we know and have been recommended to consider, we have developed a plan for our next steps:

- * Appoint a nine-member advisory committee (to include three UNC-Chapel Hill faculty members, one member of the UNC-Chapel Hill Board of Trustees, one member of the UNC System Board of Governors and four external consultant thought-leaders who will include Professor George from Princeton) by July 2019. This is similar to the process used with great success at ASU, where consultants were paid stipends for their significant work. The committee will serve for nine months to assist our leadership in developing a founding mission statement, recruiting a distinguished faculty director, and assessing different curricular and program possibilities with UNC faculty who will join the Program. This approach has succeeded at both ASU and Princeton.
- * Launch a targeted national search to identify and recruit a founding academic director who reports to the dean of the College of Arts & Sciences, ideally to be named by July 1, 2020. This will be someone who is internationally recognized for their scholarship and teaching, especially in the liberal arts core curriculum. The academic director must have an extraordinary track record and demonstrated excellence in research and teaching, both in the academy and as a public intellectual. He or she will develop a strategic vision for the Program and lead in the development of the curricular and programmatic initiatives that will reflect this

vision. The academic director and other faculty members will hold tenure jointly within the Program and with at least one other academic department (also like Princeton and ASU).

- * Recruit an executive director who will report to the academic director and will oversee the day-to-day operations of the Program, including the infrastructure and logistics for the curricular and public programming initiatives. Our goal is to name this executive director within three months of the academic director appointment, no later than Sept. 30, 2020.

OUR PROPOSAL

We have developed a three-phase budget plan for the Program:

Phase One: Planning Budget; Hiring of Founding Academic Director; Hiring of Executive Director (\$11.2 million total)

Phase Two: Operating Budget (\$1.41 million annually)

Phase Three: Growing the Program (\$900,000 annually)

Of the three phases, the most critical is the first; without it, we will not reach the others, and the Program will never become a reality. Moreover, we are confident that funding Phase One will generate the critical momentum we need to secure donors for Phases Two and Three.

In short, we need one or more early-stage leadership investors to fulfill our vision. These leadership donors will share our commitment to American ideals, and we will be honored by their partnership with us in this exciting endeavor. See the table at right for specifics on how the Phase One total will be used.

PHASE ONE BUDGET DETAILS

Planning Budget

External Advisory Committee stipends (4 x \$20,000)	\$80,000
Advisory Committee travel	\$20,000
Search costs	\$25,000
Planning meetings and other events	\$25,000
Administrative support	\$50,000
Total	\$200,000 (expendable)

Founding Academic Director

Salary and benefits	\$350,000/year
Total	\$7 million (endowment)

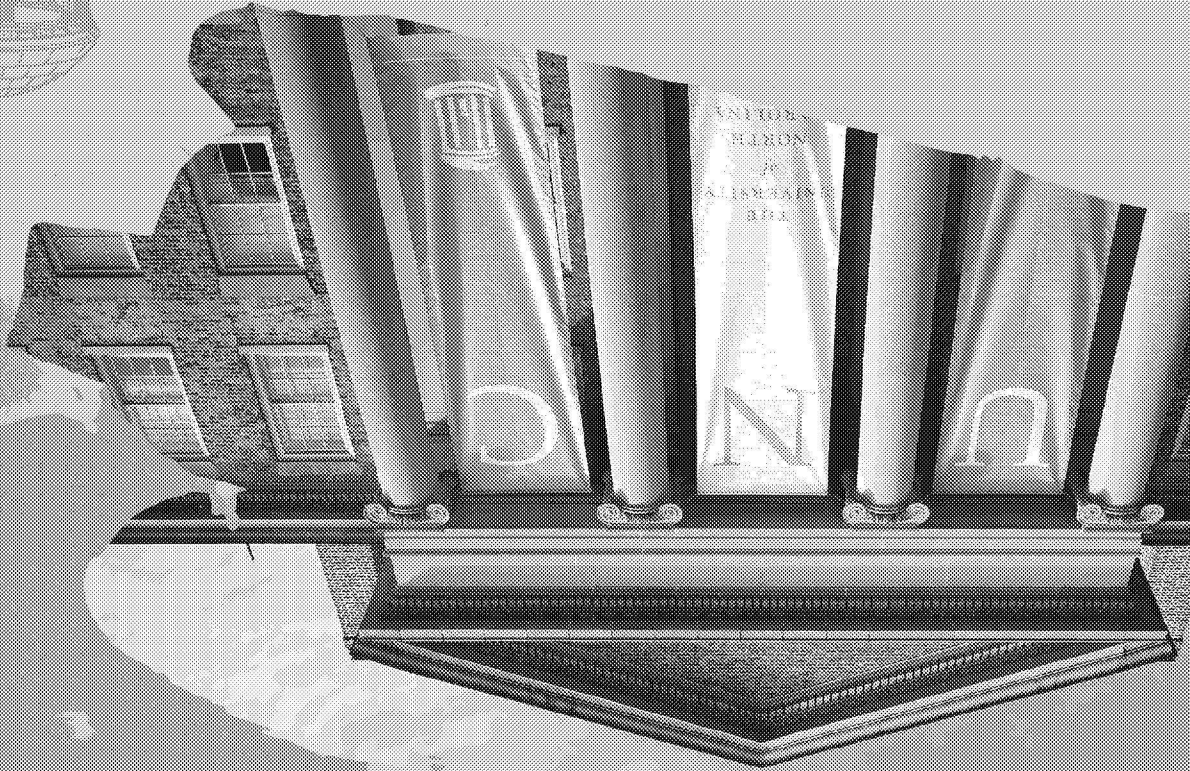
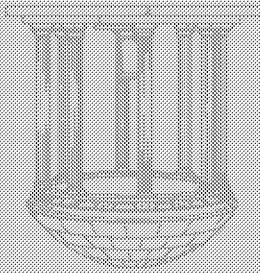
Executive Director

Salary and benefits	\$200,000/year
Total	\$4 million (endowment)

The philanthropy of those who embrace the bold vision outlined above will help lay the foundation for a prominent academic interdisciplinary endeavor on thought diversity at the nation's first public university. With new curricula and research opportunities, new talent and leadership across multiple disciplines and with varying perspectives, the Program in Civic Virtue & Civil Discourse will significantly broaden Carolina's scholarship profile, curricular options and public engagement, serving as a national leader for improved civil discourse.

FOR MORE INFORMATION, CONTACT:
Professor Chris Clemens
Senior Associate Dean for Research and Innovation
205 South Building
Chapel Hill, NC 27599-3100
919.962.1165 clemens@physics.unc.edu

• the CAMPAIGN for CAROLINA •



The Chapel Hill Program for Civic Virtue and Civil Discourse

1. What is the program?

The Program for Civic Virtue and Civil Discourse will bring together faculty from all of the divisions of the College of Arts and Sciences and other schools to explore contemporary questions that (1) require the broadest interdisciplinary approaches to address and (2) relate to the civic and political engagement of our community of students, teachers, researchers, and scholars. We will approach these questions with humility in a spirit of intellectual friendship, even when they require contesting deeply held ideas and convictions. We will employ the full breadth of classical and contemporary intellectual traditions available in the academy, which we conceive as extending beyond our particular campus.

The program will be student-centered, focusing on developing and teaching courses in the new IDEAS in Action curriculum, bringing visitors to campus who can enrich our conversation, and providing “campus life experience” events that align to courses in the curriculum.

2. Why is this program necessary? Don't our faculty do this already?

Faculty have many demands on their time, including the imperative to engage in their disciplinary scholarship, the necessity of teaching domain-specific knowledge, and the need to mentor individual graduate and undergraduate students. These demands often limit the ability of faculty to engage in broader conversations or to develop general education courses in which they can deliberate with our students over big questions that transcend disciplinary boundaries. This program will represent a countervailing force to the demands of the academy that tend to isolate and narrow the focus of faculty. It will also provide resources to relieve faculty of some of their competing obligations so they may participate in the program. This intentional approach is not only vital to the health of the academy, but it will also be a practical help in building out our new IDEAS in Action curriculum.

3. What specific objective of the curriculum is this program most aligned with?

One ambition of our new curriculum is to re-center the liberal arts education on objectives that extend beyond career preparation. The IDEAS in Action proposal invokes the ideas of Danielle Allen (*Education and Equality*), who building on Hannah Arendt, lays out “four basic human potentialities that should be activated by education:”

1. Prepare ourselves for bread-winning work (labor, part 1).
2. Prepare ourselves for civic and political engagement (action).
3. Prepare ourselves for creative self-expression and worldmaking (work).
4. Prepare ourselves for rewarding relationships in spaces of intimacy and leisure (labor, part 2, overlapping with work).

The ambition of this program is to focus on items 2 and 4. By helping our students understand, explore, and contest ideas of civic virtue, and the modes of discourse it requires, we will prepare them for action in the world. By cultivating the deep friendships that can grow from debating, crafting, and grasping at civic ideals, we will prepare them for meaningful lives.

3. How is this program different from others with similar objectives in the College, like the Institute for Arts and Humanities, or the Program in Philosophy, Politics, and Economics, or the proposed Institute for Convergent Science?

The program shares some features with these programs but serves different objectives and demographics. The IAH is faculty-centered in its mission, which it describes as “empowering faculty to achieve their full potential by creating community and cultivating leadership.” The PPE program shares a focus on political and civic life, and seeks to integrate and apply “the methods, tools, and insights of philosophy, politics, and economics” in a minor and certificate program. In contrast, the new Chapel Hill center will take a convergent approach, elevating the most important contemporary questions to the attention of students and faculty alike, and drawing together whatever disciplinary expertise is relevant to the questions. In this way, the program will be inclusive to questions of civic life or politics that require, for example, quantitative data from the social sciences or physical principles from the natural sciences. The program will promote the incorporation of these questions into courses like triple-I and campus life events, focusing on the general education curriculum rather than on a new major or minor.

In its convergent or “question centered” approach the program is similar to the new Institute for Convergent Science (ICS). However, the focus of the ICS is to bring together talented teams of innovators, who “through creative partnerships and a new Innovation Framework will speed the translation of basic research into solutions for the world.” Although the problems addressed in the ICS will bear some relationship to our common life, the ICS is not concerned specifically with preparing students for engagement in civic and political life.

4. Is the program being formed at the request of the UNC Board of Governors, or as part of an attempt to make the campus “more conservative?”

No. The program is being formed to expand our intellectual and curricular approach to important questions of the day, especially those that relate to our shared civil life, and the discourse that enlivens and enriches it. The intellectual and organizational shape of the program is being developed by faculty in the College of Arts and Sciences who are enthusiastic about the program and its objectives. Some of these faculty are serving on an advisory committee that will help draft a mission for the program. This committee is chaired by Princeton Professor Robby George and the initial idea for our program grew out of conversations between Professor George and former UNC system president Margaret Spellings, former chancellor Carol Folt, Interim Chancellor Kevin Guskiewicz, and Board of Governors members who visited Robby George and his James Madison Program in American Ideals and Institutions.

5. Who is funding the program? What conditions have been attached to the gifts?

A variety of private foundations and individuals have expressed interest in supporting the program. As is the case with every other contribution it receives, the College will not accept gifts that limit academic freedom, attempt to stipulate the shape of courses or curricula, or shrink the areas of inquiry or pedagogy open to faculty in the program.

Message

From: Clemens, J. Christopher [/O=EXCHANGELABS/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=1E9A30C351E74258BD75BEA1EB62C71A-J. CHRISTOP]
Sent: 4/5/2019 2:09:19 PM
To: Robert P. George [rgeorge@Princeton.EDU]
CC: rpgasst@princeton.edu; Cline, Alexis L [/o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=ef59890ca64a4e9f9869271431da4348-Alexis L Cl]; Terry Ellen Rhodes, Interim Dean [/o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=48ee146400334537b6a73f8b1288ae10-south_asdea]
Subject: Steering Committee Chair letter
Attachments: Letter to Robbie George 4-5-19.pdf

Dear Robby,

Please find attached a copy of a letter that you will receive by post as well. I have put out a doodle poll to help set up a telecon on April 22 or 23, and should have the time fixed by early next week. Let me know if you need anything else.

Chris

*J. Christopher Clemens
Senior Associate Dean for Natural Sciences
Jaroslav Folda Distinguished Professor of Physics and Astronomy
205 South Building CB# 3100
Chapel Hill, NC 27599
Phone: (919) 962-1165*



THE UNIVERSITY
of NORTH CAROLINA
at CHAPEL HILL

OFFICE OF THE DEAN

205 SOUTH BUILDING
CAMPUS BOX 3100
CHAPEL HILL, NC 27599-3100

T 919.962.1165
F 919.962.2408
college.unc.edu

April 5, 2019

Professor Robert P. George,
Director, James Madison Program,
Princeton University,
83 Prospect Ave,
Princeton, NJ 08540

Dear Professor George,

On behalf of the University of North Carolina, the College of Arts & Sciences, and Senior Associate Dean J. Christopher Clemens, I am thrilled that you have agreed to help us launch our new Program in Civic Virtue & Civil Discourse at UNC.

For your service as chair of the advisory committee to the program, you will receive an honorarium of \$20,000. We will also pay travel expenses for any trips to Chapel Hill that may be required as part of your work on the committee. The advisory committee you chair will help develop the mission of our program, give shape to its programs, and assist UNC with a national search for intellectual and operational leadership. In your role as chair, you will also:

- Work with us to appoint a nine-member advisory committee, to include three UNC-Chapel Hill faculty members, one member of the UNC-Chapel Hill Board of Trustees, one member of the UNC System Board of Governors, and four external consultants.
- Help us conduct a national search to identify and recruit a founding academic director, ideally to be named by July 1, 2020.
- Help us identify candidates and recruit an executive director who will report to the academic director and will oversee the day-to-day operations of the program, including the infrastructure and logistics for the curricular and public programming initiatives. Our goal will be to name this executive director within three months of the academic director appointment, but no later than Sept. 30, 2020.

We expect the first meeting of the advisory committee to be held in Chapel Hill in August or September of 2019, at which time we will establish the schedule for the remainder of the committee's work.

I know we will be well-served by your leadership as we launch this important new effort. Please let Chris or me know if you have any questions or would like to discuss any further details.

Sincerely,

Terry Ellen Rhodes
Interim Dean, College of Arts and Sciences

Message

From: Clemens, J. Christopher [/O=EXCHANGELABS/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=1E9A30C351E74258BD75BEA1EB62C71A-J. CHRISTOP]
Sent: 4/1/2019 8:03:31 PM
To: RPG Assistant [rpgasst@Princeton.EDU]
CC: Robert P. George [rgeorge@Princeton.EDU]
Subject: Re: Robby George visit...

Thank you for the update. I am working on a schedule for the participants here and will get back to you by Wednesday.

Chris

*J. Christopher Clemens
Senior Associate Dean for Natural Sciences
Jaroslav Folda Distinguished Professor of Physics and Astronomy
205 South Building CB# 3100
Chapel Hill, NC 27599
Phone: (919) 962-1165*

From: RPG Assistant <rpgasst@Princeton.EDU>
Sent: Monday, April 1, 2019 10:59 AM
To: Clemens, J. Christopher
Cc: RPG Assistant; Robert P. George
Subject: Robby George visit...

Dear Chris,

Robby had hoped he would be able to get down to UNC for a visit to discuss your new program, however, while his calendar has conflicts that will not permit him to travel there, he will be able on Monday, April 22nd or Tuesday, April 23rd to SKYPE with you, as a substitute for his traveling down in person. Would this work? On Monday, the 22nd, he has availability between 12 – 2 p.m., and again between 4 – 5 p.m. On Tuesday he has more flexibility, so if this sounds doable to you, please let me know what might work. We hope this will be helpful, and we appreciate your kind understanding.

Best wishes,
Jane

Jane Hale
Executive Assistant to Robert P. George
Princeton University / Politics Department
112 Fisher Hall
Princeton, NJ 08544-1012
Tele: 609-445-5092
Email: rpgasst@princeton.edu

Message

From: Clemens, J. Christopher [/O=EXCHANGELABS/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=1E9A30C351E74258BD75BEA1EB62C71A-J. CHRISTOP]
Sent: 3/22/2019 12:47:45 PM
To: Myers, Richard Ernest II [/o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=0d393d810af1435d9992984aede7ba76-Richard E M]; farr.curlin@duke.edu
CC: Lundberg, Christian O [/o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=f0daf07b0d9c454781a086b7655aad61-Christian O]; Gilleskie, Donna B [/o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=c896d67116984050bdd50cd51121bfb3-Donna B Gil]
Subject: Release April 24/5

As he feared, Robby George's assistant confirmed he cannot come in April. He is therefore not available until after July. I am asking for a one hour telecon to kick things off in April, so stay tuned.

Chris

*J. Christopher Clemens
Senior Associate Dean for Natural Sciences
Jaroslav Folda Distinguished Professor of Physics and Astronomy
205 South Building CB# 3100
Chapel Hill, NC 27599
Phone: (919) 962-1165*

Message

From: Clemens, J. Christopher [/O=EXCHANGELABS/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=1E9A30C351E74258BD75BEA1EB62C71A-J. CHRISTOP]
Sent: 3/18/2019 6:09:24 PM
To: Robert P. George [rgeorge@Princeton.EDU]
CC: rpgasst@princeton.edu
Subject: Summary

Dear Robby,

It was a pleasure speaking with you today. We have settled on the working name The Program in Civic Virtue and Civil Discourse. I'll say more on this later. Here are the actions from our call:

You will confirm April 24-5 for our first steering committee meeting.

I will draft an invitation to chair working group (with charge) for you to review. Once we have agreement and you sign, we will send out co-signed invitations to the other committee members (via email). External member first team Farr Curlin (agreed already), Paul Carrese, Jacqueline Rivers. Internal members, Chris Clemens, Chris Lundberg, Carissa Hessick (law) or Rich Myers (law). BoG member Rob Bryan, BoT TBD

The link to our curriculum proposal is here:

<https://ideasinaction.unc.edu/files/2019/02/ideas-action-curriculum-4.25.pdf>

Thanks,
Chris

*J. Christopher Clemens
Senior Associate Dean for Natural Sciences
Jaroslav Folda Distinguished Professor of Physics and Astronomy
205 South Building CB# 3100
Chapel Hill, NC 27599
Phone: (919) 962-1165*

Message

From: Clemens, J. Christopher [/O=EXCHANGELABS/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=1E9A30C351E74258BD75BEA1EB62C71A-J. CHRISTOP]
Sent: 3/10/2019 9:16:09 AM
To: Robert P. George [rgeorge@Princeton.EDU]
CC: Black, Will [/o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=42362e27b6fc447489672772a305367d-wblack]
Subject: Re: Progress

Dear Robby,

I am thrilled and quite honestly relieved to hear you will help us. I was imagining navigating this without you and was afraid. Perhaps you can find time for a call this week to recapitulate a few things and discuss some names I might contact next for our steering group? I have copied Will Black who can help with my schedule. If you can put him in contact with your assistant then we may find a time; this is spring break and I have more bandwidth than usual.

Chris

*J. Christopher Clemens
Senior Associate Dean for Natural Sciences
Jaroslav Folda Distinguished Professor of Physics and Astronomy
205 South Building CB# 3100
Chapel Hill, NC 27599
Phone: (919) 962-1165*

From: Robert P. George <rgeorge@Princeton.EDU>
Sent: Saturday, March 9, 2019 10:58 AM
To: Clemens, J. Christopher
Cc: Guskiewicz, Kevin M; Terry Ellen Rhodes, Interim Dean
Subject: RE: Progress

Dear Chris:

Thanks for this update.

Congratulations on being named inaugural director of the program in American Values and Civil Discourse. I have no doubt that you will do a fabulous job in building and leading this profoundly important initiative at UNC.

Because it *is* so important, and because I have great confidence in your dedication, skill, and commitment, there is no way I can say anything but yes to your invitation to play the role in the program you and your colleagues have asked me to consider. So please count me as “on board,” on the terms we discussed.

I will, of course, keep the confidential information you shared to myself. I want to say, however, that I'm heartened by it. I'm also heartened by what you report about fund-raising potential for the program.

Terry, may I also congratulate you on your appointment as Interim Dean of Arts and Sciences? I'm delighted to know that you regard the program in American Values and Civil Discourse as a priority. I look forward to working with you and Chris to make the program a success—a nationally recognized success.

UNC is one of our nation's greatest universities. What happens at your institution matters not only for the community of students and scholars in Chapel Hill, but for all of us. I'm honored that you have invited me to be part of an effort that will, I have no doubt, make a great university even greater.

Yours sincerely,

Robert George

From: Clemens, J. Christopher <clemens@physics.unc.edu>

Sent: Saturday, March 09, 2019 10:16 AM

To: Robert P. George <rgeorge@Princeton.EDU>

Cc: Guskiewicz, Kevin M <gus@email.unc.edu>; Terry Ellen Rhodes, Interim Dean <asdean@unc.edu>

Subject: Progress

Dear Robby,

It was a pleasure to meet with you last month and share our ambitions for a new program at UNC which will be modeled on the Madison Program at Princeton, with some significant structural differences. I am mindful of your time and the conditions you stipulated for agreeing to chair a steering group that would help give intellectual shape to the program we are developing. This email will update you on developments since our last meeting and begin to satisfy your condition that you do not spend time on things that are going to fail. I agree and feel the same way, so my immediate objectives are to find out what level of success is possible.

A week and a half ago, Provost Bob Blouin named my colleague Terry Rhodes as Interim Dean of Arts and Sciences. I met with her the day after and she reaffirmed that this program in American Values and Civil Discourse will remain a priority for her, as it is for Chancellor Guskiewicz. This week, Terry has asked me to serve as inaugural director of the fledgling program and we have identified a donor-supported budget of \$330K for each of the next three years. I spent last week on a fundraising trip to Palm Beach, Florida, and I see great potential to raise additional funding.

At the same time this is happening, the College is seeking approval of a new general education curriculum that is going to require extensive course development, and there is concern across all departments about securing the resources that will be required in this effort. The curriculum description is here: <https://ideasinaction.unc.edu/files/2018/11/ideas-action-curriculum-v4.2.pdf> and I invite you to look in particular at the first year courses called Ideas, Information, and Inquiry (triple-I).

IDEAs in Action CURRICULUM

ideasinaction.unc.edu

5 PROPOSAL the fullest knowledge and skills from, the resources of a world-class global research university. It requires that students study a range of intellectual ideas at varying depths, using that study

My immediate strategy is to develop a well-funded and resourced program with a core of faculty who will participate in the development of these triple-I courses, as well as other elements of the curriculum. The first selection criteria for faculty will be alignment to the intellectual objectives of the program, which is most succinctly stated as "bringing classical intellectual traditions into sustained and rigorous engagement with contemporary thought" and additionally "combining the vigorous pursuit of truth with the forging of deep intellectual friendships." These principles are the same as those animating the Madison Program and others like it. The second criterion will be a passion and talent for teaching undergraduates, particularly early in their careers. I believe we will be able to recruit eight initial faculty internally, although the conversations with these faculty and their chairs are in early stages. In addition, I am in a series of meetings to measure the enthusiasm for recruiting to our campus. Please keep this confidential as I will not contact them until I am sure there is a path forward. I understand from John Rose that they may be willing to entertain outside offers.

The remaining objectives are technical, and involve writing personnel policies and deciding whether formal recognition as a center should be pursued now or later. At the moment we do not envision the program as having a separate curriculum, but rather we will develop courses in service to the new general education curriculum to assist in its success. We intend to offer our college faculty members the chance to be full joint faculty in the program, which means they will hold full tenure both in their respective departments and in the program. We hope the same will be true of new hires into the program.

I hope this sketch of where we are is useful as you consider our offer. I will keep you posted as our plan progresses and especially if any problems develop that might affect your decision, which need not be rushed at this moment.

Regards,
Chris

J. Christopher Clemens
Senior Associate Dean for Natural Sciences
Jaroslav Folda Distinguished Professor of Physics and Astronomy
205 South Building CB# 3100
Chapel Hill, NC 27599
Phone: (919) 962-1165

Appointment

From: Clemens, J. Christopher [/O=EXCHANGELABS/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=1E9A30C351E74258BD75BEA1EB62C71A-J. CHRISTOP]
Sent: 3/25/2018 10:20:59 PM
To: Clemens, J. Christopher [/o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=1e9a30c351e74258bd75bea1eb62c71a-J. Christop]
Subject: Paul Carrese: 480-965-0308
Attachments: RE: New Center at UNC
Start: 3/27/2018 4:30:00 PM
End: 3/27/2018 5:00:00 PM
Show Time As: Busy
Recurrence: (none)

Message

From: Paul Carrese [Paul.Carrese@asu.edu]
Sent: 3/26/2018 12:58:11 AM
To: Clemens, J. Christopher [/o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=1e9a30c351e74258bd75bea1eb62c71a-J. Christop]
CC: Strizheus, Yulia [/o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=618c3a1e8b1e40c39cc52a9d155bc73c-ystrizh]
Subject: RE: New Center at UNC

Hello Chris,

OK, Tuesday it is. My office number is 480 965 0308. I look forward to getting an update and discussing how I could help.

With best regards,

Paul

Paul Carrese
Director and Professor
School of Civic and Economic Thought and Leadership
Arizona State University
pcarrese@asu.edu
<https://scetl.asu.edu/>
Inspiring Leadership and Statesmanship for the Common Good

From: Clemens, J. Christopher [mailto:clemens@physics.unc.edu]
Sent: Sunday, March 25, 2018 7:22 PM
To: Paul Carrese <Paul.Carrese@asu.edu>
Cc: Strizheus, Yulia <ystrizh@email.unc.edu>
Subject: Re: New Center at UNC

I've put down Tuesday at 4:30. Please let me know the best number to call.

I spoke to Robbie George today as well, since his week was too busy to fit me in. I'll catch you up when we talk.

Chris

J. Christopher Clemens
Senior Associate Dean for Natural Sciences
Jaroslav Folda Distinguished Professor of Physics and Astronomy
205 South Building CB# 3100
Chapel Hill, NC 27599
Phone: (919) 962-1165

From: Paul Carrese <Paul.Carrese@asu.edu>
Sent: Sunday, March 25, 2018 6:01 PM

To: Clemens, J. Christopher
Cc: Strizheus, Yulia
Subject: RE: New Center at UNC

Hello Chris,

This is good news, and I would be very glad to talk this week. On Monday I am free from (all times are eastern) 11 a.m. to noon, then 2:30 to 4:30 pm. On Tuesday, 12:30 to 2 p.m., then 4:30 to 6 pm.

If none of those windows works for you, I can look at Wednesday and the rest of the week.

It sounds like UNC Chapel Hill is going with the model of a center, not a new department? And there will be at least one new faculty line – for a director. I would hope there would be other new faculty lines as well, to give the program some ballast of its own. At any rate, I am happy to talk and offer my two cents.

With best regards,

Paul

Paul Carrese
Director and Professor
School of Civic and Economic Thought and Leadership
Arizona State University
pcarrese@asu.edu
<https://scetl.asu.edu/>
Inspiring Leadership and Statesmanship for the Common Good

From: Clemens, J. Christopher [<mailto:clemens@physics.unc.edu>]
Sent: Sunday, March 25, 2018 6:43 AM
To: Paul Carrese <Paul.Carrese@asu.edu>
Cc: Strizheus, Yulia <ystrizh@email.unc.edu>
Subject: New Center at UNC

Dear Paul,

Thank you for the time you spent with us in our visit to ASU last month. We have started to move forward with plans here. I have been asked by our dean, Kevin Guskiewicz, to prepare a budget and a plan for forming a steering committee of internal and external experts to write a mission statement and recruit a director for our new center supporting viewpoint diversity. I would like to have a short (maybe 30 minute) conversation this week if you are available. My goal would be to make sure that we don't miss any key people or functions in the 6-9 month planning phase.

I have copied my assistant Yulia in hopes ttah she can find a mutually agreeable time.

Thanks,
Chris

J. Christopher Clemens
Senior Associate Dean for Natural Sciences

Jaroslav Folda Distinguished Professor of Physics and Astronomy
205 South Building CB# 3100
Chapel Hill, NC 27599
Phone: (919) 962-1165

Message

From: Program in Civic Virtue and Civil Discourse [/O=EXCHANGELABS/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=DF8562B56E4743D2946B7438958F8336-FF90E60F-3F]
on behalf of Clemens, J. Christopher [/O=EXCHANGELABS/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=1E9A30C351E74258BD75BEA1EB62C71A-J. CHRISTOP]
Sent: 5/30/2019 1:18:43 PM
To: Guskiewicz, Kevin M [/o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=458353a661564a7596bd0115e3a5c5f1-Kevin M Gus]
Subject: Clemens, J. Christopher added you to the Program in Civic Virtue and Civil Discourse group

Office 365

Work Brilliantly Together

PC

Welcome to the Program in Civic Virtue and Civil Discourse Group

Program in Civic Virtue and Civil Discourse

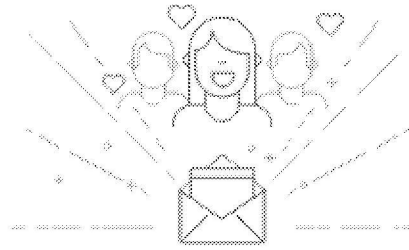
Private group with 16 members

[View group in Outlook](#)

Get started

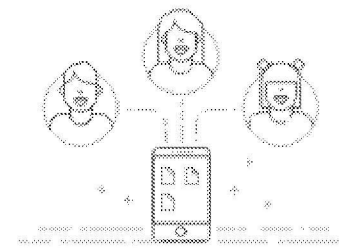
You're set to receive all of this group's conversations and events in your inbox. Change this setting below or any time in the group card.

Stop following in inbox



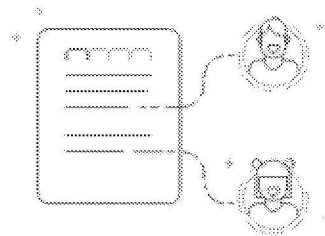
Get the conversation rolling

Start your own. Or just catch up. All in the group inbox.



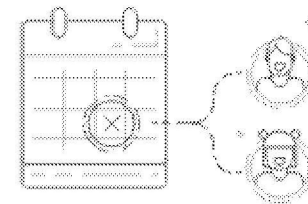
Keep things together

Now, your documents and attachments in one place.



Stay on the same page

Groups that take notes together, stay together. In the group notebook.

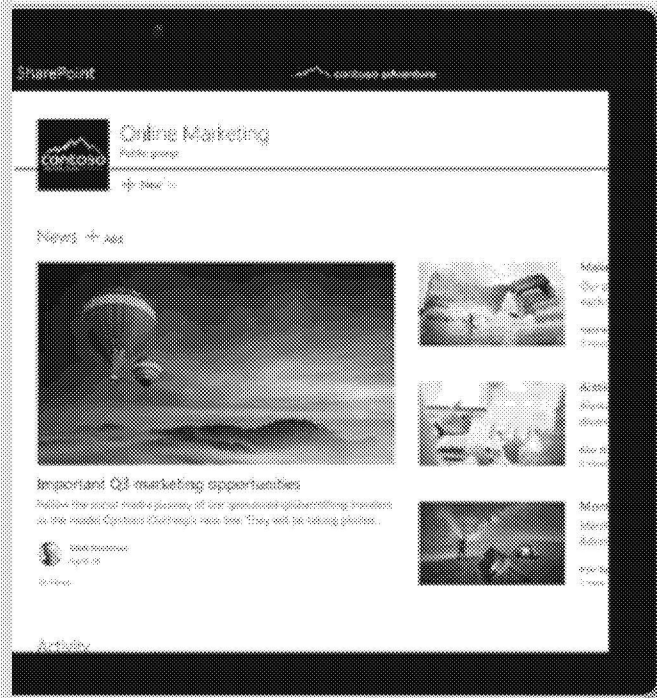


Don't miss a thing

Track milestones (and everything in between) in the group calendar.



Collaborate with your group across Office 365



Create content seamlessly

The group's SharePoint team site is the place to share news, work on and organize content, manage rich data within lists, and track all site activities across all members.

Check it out

Organize group work with Planner

Planner makes it easy for your team to create new plans, organize and assign tasks, share files, chat about what you're working on, and get updates on progress.

Check it out



Go further. Do more. Look here.



Follow your
Twitter feeds.



Track your
Salesforce updates.



All your Trello cards,
lists and boards.



Team notifications
from Jira.

[View all connectors](#)



Microsoft Corporation
One Microsoft Way
Redmond, WA 98052 USA

You are receiving this email because you have subscribed to Microsoft Office 365.
Copyright 2017 Microsoft Corporation. [Privacy Statement](#)



THE UNIVERSITY
of NORTH CAROLINA
at CHAPEL HILL

OFFICE OF THE DEAN

205 SOUTH BUILDING
CAMPUS BOX 3100
CHAPEL HILL, NC 27599-3100

T 919.962.1165
F 919.962.2408
college.unc.edu

May 29, 2019

Professor Farr A. Curlin, M.D.,
William James Hall, Sixth Floor
33 Kirkland Street
Cambridge, MA 02138

Dear Dr. Curlin,

On behalf of the University North Carolina, the College of Arts & Sciences, and Senior Associate Dean J. Christopher Clemens, I am delighted that you have agreed to help us launch our new Program in Civic Virtue & Civil Discourse at UNC.

For your service as member of the advisory committee to the program, you will receive an honorarium of \$5,000. We will also pay travel expenses for any trips to Chapel Hill that may be required as part of your work on the committee. The advisory committee you will serve on will help develop the mission of our new program, give shape to its activities, and assist UNC with a national search for intellectual and operational leadership.

We have set the first meeting of the advisory committee to be in Chapel Hill on August 21-22, 2019, at which time we will establish the schedule for the remainder of the committee's work. I know we will be well-served by your leadership as we launch this important new effort. Please let Chris or me know if you have any questions or would like to discuss any further details.

Sincerely,

Terry Ellen Rhodes, D.M.A.
Dean, College of Arts and Sciences



THE UNIVERSITY
of NORTH CAROLINA
at CHAPEL HILL

OFFICE OF THE DEAN

205 SOUTH BUILDING
CAMPUS BOX 3100
CHAPEL HILL, NC 27599-3100

T 919.962.1165
F 919.962.2408
college.unc.edu

May 29, 2019

Paul Carrese, Director
School of Civic and Economic Thought and Leadership
951 S. Cady Mall
Social Sciences, 107E
Tempe, AZ 85287

Dear Professor Carrese,

On behalf of the University North Carolina, the College of Arts & Sciences, and Senior Associate Dean J. Christopher Clemens, I am delighted that you have agreed to help us launch our new Program in Civic Virtue & Civil Discourse at UNC.

For your service as member of the advisory committee to the program, you will receive an honorarium of \$5,000. We will also pay travel expenses for any trips to Chapel Hill that may be required as part of your work on the committee. The advisory committee you will serve on will help develop the mission of our new program, give shape to its activities, and assist UNC with a national search for intellectual and operational leadership.

We have set the first meeting of the advisory committee to be in Chapel Hill on August 21-22, 2019, at which time we will establish the schedule for the remainder of the committee's work. I know we will be well-served by your leadership as we launch this important new effort. Please let Chris or me know if you have any questions or would like to discuss any further details.

Sincerely,

Terry Ellen Rhodes, D.M.A.
Dean, College of Arts and Sciences



THE UNIVERSITY
of NORTH CAROLINA
at CHAPEL HILL

OFFICE OF THE DEAN

205 SOUTH BUILDING
CAMPUS BOX 3100
CHAPEL HILL, NC 27599-3100

T 919.962.1165
F 919.962.2408
college.unc.edu

May 29, 2019

Jacqueline C. Rivers
Department of Sociology
Harvard University
William James Hall, Sixth Floor
33 Kirkland Street
Cambridge, MA 02138

Dear Dr. Rivers,

On behalf of the University North Carolina, the College of Arts & Sciences, and Senior Associate Dean J. Christopher Clemens, I am delighted that you have agreed to help us launch our new Program in Civic Virtue & Civil Discourse at UNC.

For your service as member of the advisory committee to the program, you will receive an honorarium of \$5,000. We will also pay travel expenses for any trips to Chapel Hill that may be required as part of your work on the committee. The advisory committee you will serve on will help develop the mission of our new program, give shape to its activities, and assist UNC with a national search for intellectual and operational leadership.

We have set the first meeting of the advisory committee to be in Chapel Hill on August 21-22, 2019, at which time we will establish the schedule for the remainder of the committee's work. I know we will be well-served by your leadership as we launch this important new effort. Please let Chris or me know if you have any questions or would like to discuss any further details.

Sincerely,

Terry Ellen Rhodes, D.M.A.
Dean, College of Arts and Sciences



THE UNIVERSITY
of NORTH CAROLINA
at CHAPEL HILL

OFFICE OF THE DEAN

205 SOUTH BUILDING
CAMPUS BOX 3100
CHAPEL HILL, NC 27599-3100

T 919.962.1165
F 919.962.2408
college.unc.edu

April 5, 2019

Professor Robert P. George,
Director, James Madison Program,
Princeton University,
83 Prospect Ave,
Princeton, NJ 08540

Dear Professor George,

On behalf of the University of North Carolina, the College of Arts & Sciences, and Senior Associate Dean J. Christopher Clemens, I am thrilled that you have agreed to help us launch our new Program in Civic Virtue & Civil Discourse at UNC.

For your service as chair of the advisory committee to the program, you will receive an honorarium of \$20,000. We will also pay travel expenses for any trips to Chapel Hill that may be required as part of your work on the committee. The advisory committee you chair will help develop the mission of our program, give shape to its programs, and assist UNC with a national search for intellectual and operational leadership. In your role as chair, you will also:

- Work with us to appoint a nine-member advisory committee, to include three UNC-Chapel Hill faculty members, one member of the UNC-Chapel Hill Board of Trustees, one member of the UNC System Board of Governors, and four external consultants.
- Help us conduct a national search to identify and recruit a founding academic director, ideally to be named by July 1, 2020.
- Help us identify candidates and recruit an executive director who will report to the academic director and will oversee the day-to-day operations of the program, including the infrastructure and logistics for the curricular and public programming initiatives. Our goal will be to name this executive director within three months of the academic director appointment, but no later than Sept. 30, 2020.

We expect the first meeting of the advisory committee to be held in Chapel Hill in August or September of 2019, at which time we will establish the schedule for the remainder of the committee's work.

I know we will be well-served by your leadership as we launch this important new effort. Please let Chris or me know if you have any questions or would like to discuss any further details.

Sincerely,

Terry Ellen Rhodes
Interim Dean, College of Arts and Sciences



THE UNIVERSITY
of NORTH CAROLINA
at CHAPEL HILL

OFFICE OF THE DEAN

205 SOUTH BUILDING
CAMPUS BOX 3100
CHAPEL HILL, NC 27599-3100

T 919.962.1165
F 919.962.2408
college.unc.edu

June 26, 2019

Professor Cornel West
Harvard Divinity School
45 Francis Avenue,
Cambridge, Massachusetts 02138

Dear Professor West,

On behalf of the University North Carolina, the College of Arts & Sciences, and Senior Associate Dean Chris Clemens, I would like to invite you to participate on the advisory board of a new program we are developing in the College, called the Program in Civic Virtue and Civil Discourse. This program will bring together faculty from all of the divisions of the College of Arts and Sciences and other schools to explore and debate contemporary questions that require broad interdisciplinary approaches to address and that relate to the civic and political engagement of our community of students, teachers, researchers, and scholars. We will approach these questions with humility in a spirit of intellectual friendship, even when they require contesting deeply held ideas and convictions. Your friend Professor Robby George has agreed to serve as chairman of this board and our Senior Associate Dean of Research and Innovation, Chris Clemens is organizing the effort on campus. I have attached a draft description of the program that has been shared with UNC faculty along with biographical sketches of the other board members we have recruited.

For your service as member of the advisory committee to the program, we can offer an honorarium of \$20,000. We will also pay travel expenses for any trips to Chapel Hill that may be required as part of your work on the committee. The advisory committee will help develop the mission of our new program, give shape to its activities, and assist UNC with a national search for intellectual and operational leadership.

We have set the first meeting of the advisory committee to be in Chapel Hill on August 21-22, 2019, at which time we will establish the schedule for the remainder of the committee's work. I do not expect there to be a large number of meetings over the course of the year, perhaps two to three in person and another few phone calls. Chris or I will be happy to answer any questions you may have. We are excited about the possibility to have you join the board and contribute to the intellectual direction of this effort.

Sincerely,

Terry Ellen Rhodes, D.M.A.
Professor, Music
Interim Dean, College of Arts & Sciences